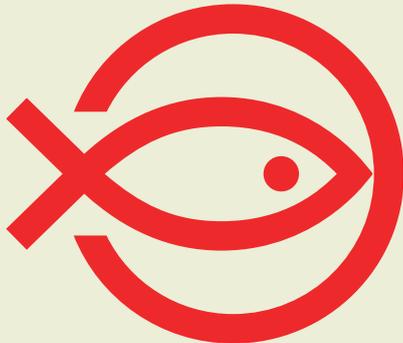


GLOBAL REPORT 2022



DANCHURCH AID
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Photo: Sofia Busk



01: Statement by the General Secretary

In 2022, DanChurchAid (DCA) celebrated its 100th anniversary as the oldest humanitarian organisation originating in Denmark. The celebrations took place throughout Denmark and in country offices around the world.

With multiple crises raging at the same time, the need for DCA's international efforts and its work to raise support in Denmark has never been greater. In 2022, DCA reached 34 million people, with approximately 4 million reached directly and 30 million indirectly. This achievement was possible thanks to the historic financial support and backing from donors and the Danish population in 2022: close to DKK 1 billion, or to be precise DKK 981.6 million.

DCA signed a new, unprecedented four-year framework agreement with the Danish Ministry of Foreign Affairs and received large grants from the EU, the US, and the UN among others. Danes supported DCA's anniversary and fundraising, and they shopped more than ever in DCA's Wefood and second-hand shops, where 3,520 volunteers put in an impressive 890,000 hours. DCA also formulated its new Global Strategy 'Hope and Action in an Age of Disruption', setting the strategic direction for 2023-2026 based on its four global goals: Save Lives, Build Resilient Communities, Fight Extreme Inequality, and Create Engagement.

DCA's work in 2022 was characterised by managing crises and finding solutions: the war in Ukraine, the energy crisis, the food crisis in the Horn of Africa and the Middle East, and recurring climate disasters across the world. In an increasingly divided world, power dynamics are changing, overruling international law and shared principles - putting these under immense pressure.

In 2022, humanitarian aid was needed yet again in Europe. In response to this, DCA supported partners in the ACT Alliance and beyond, and opened its 20th country office in Ukraine. Across the 20 countries, DCA's 1,250 employees implemented 327 projects together with 204 partners. This report presents the results and achievements of DCA and its partners in 2022.

Birgitte Qvist-Sørensen

General Secretary, DanChurchAid



[Ukraine / Sofia Busk]

02: Executive Summary

DCA continued to deliver much-needed assistance throughout 2022 in different parts of the world affected by multiple, overlapping crises and symptoms of fragility. Access constraints, violations of international law, human rights abuses and democratic deficit compounded by the intensifying frequency and scale of disasters, climate change, and a global food crisis propelled the reversal of development gains and added to the worsening displacement and irregular migration situation.

The expansion of DCA activities in this increasingly challenging context – manifested for example in DCA's rapid establishment of the Ukraine country programme – was

enabled by the highest level of income in the organisation's history, reaching 981.6 million DKK in 2022. Marking DCA's 100th anniversary, 2022 also enabled further understanding for DCA's work to be promoted. Consequently, the level of funds raised in Denmark reached 196 million DKK, amounting to 20% of DCA's total income. At the same time, DCA's work was supported by diverse donors, with the Danish Ministry of Foreign Affairs remaining its largest donor.

Using these funds, DCA and its 204 partners implemented a total of 327 projects across 20 countries in 2022, reaching approximately 34 million people, including approximately 4 million directly and over 30 million indirectly.

DCA's overall programme approach is shaped by DCA's fundamental principles. These relate to working as a multi-mandated organisation across the humanitarian-development-peace nexus and as a partner and faith-based organisation integrating a human rights-based approach into all programming. As part of its efforts to strengthen partnerships, DCA conducted its first Partner Satisfaction Survey in 2022. The survey showed 75% of partners to be satisfied with DCA's partnership approach, but also revealed areas for further work such as the need to promote partners better in DCA's communications efforts. DCA also remained committed to localisation, transferring 25% of its total humanitarian and development funding to local and national partners in 2022. Being a faith-based organisation, DCA closely collaborates with faith-based actors in Denmark and across its country programmes, and one third of DCA's projects engaged faith-based actors in substantial roles in 2022.

DCA's work is geared towards meeting its four global goals: Save Lives, Build Resilient Communities, Fight Extreme Inequality, and Create Engagement. Across these global goals, DCA applies three interrelated commitments – gender equality, young people's engagement, and climate sustainability – to ensure sustainable and equitable outcomes of its programmes.

As a multi-mandated organisation, DCA strives to link life-saving interventions with peacebuilding, and long-term development even in the most challenging contexts. 35% of DCA's projects adopted a nexus approach in 2022, showing that DCA continues to develop programmatic approaches to address acute needs while planning for long-term solutions from the onset of the crisis. In 2022, this approach enabled DCA to achieve significant reduction in negative coping strategies among targeted communities, such as skipping meals, accumulating debts, child labour, and child marriage. At the same time, the effect of DCA's explosive ordinance risk education work was documented by 87% of participants in related projects who demonstrated safe knowledge of explosive remnants of war. Overall, DCA's humanitarian assistance was widely recognised as being delivered in a safe, accessible, accountable, and participatory manner.

DCA makes systematic efforts to strengthen the socio-economic and environmental resilience of the communities it works in. In 2022, DCA maintained a strong focus on some of the key root causes of the global food crisis by promoting sustainable agricultural practices, food and market systems, including through engaging in multi-stakeholder projects as demonstrated by the approval of two new Danida Green Business Partnerships projects. DCA also implemented a variety of livelihood and job creation projects that led to

increase in income among 82% of their participants, 59% of whom were women and 30% young people. Furthermore, DCA facilitates implementation of locally-appropriate climate change mitigation, adaptation and disaster risk reduction measures and is increasingly supporting recovery from climate-related loss and damage that cannot be averted through such measures. The share of projects focused on climate-related loss and damage increased from 6% in 2019 to 17% in 2022 and DCA successfully links these on-the-ground experiences to its global advocacy efforts. In 2022, DCA's joint advocacy efforts with ACT alliance partners in the lead-up to and during COP27 contributed to its landmark outcome on loss and damage.

DCA's work on fighting extreme inequality is implemented through a multitude of initiatives aiming at long-term changes in enhancing democratic participation, human rights promotion, civil society representation of marginalised, vulnerable and displaced people, and creation of safe civic spaces online and offline. The long-term horizon involved in this area of work makes effects of such initiatives difficult to measure, and to this end DCA initiated several processes in 2022 that are expected to strengthen reporting in this area in the coming years. Notable progress was recorded with promoting the participation of vulnerable and marginalised people in the decision-making processes, with 74% of participants in relevant projects reporting that they took part in such processes in 2022, primarily at the local governance level.

Engagement activities with volunteers, partners and the public in Denmark provide the basis for promoting understanding of and support to DCA's work on the three other global goals guiding its international work. In 2022, over 200 events celebrating DCA's 100th anniversary held across the country involved more than 30,000 participants, exposing more than 1 million people in Denmark to DCA's anniversary through the press and social media. DCA's General Secretary has been instrumental in setting the agenda in the ongoing political debates related to DCA's advocacy themes and was the second most quoted spokesperson in the press among Danish organisations, with 679 unique mentions in 2022.

For DCA, 2022 was also marked by continuous investment in organisational efforts to ensure that it remains fit for purpose and maintains relevance and effectiveness over the long-term. One of such efforts was the Global Leadership Training which represents a central part of DCA's efforts to strengthen its leadership culture and hence enhance employee satisfaction. This training is rooted in DCA's four core values and aims to promote an organisational culture driven by compassion, proactiveness, responsibility and respect. ■

[Ethiopia / Bax Lindhardt]





03. Introduction

During 2022, DCA's work continued to focus on the four global goals: Save Lives, Build Resilient Communities, Fight Extreme Inequality, and Create Engagement. This focus is clearly reflected in the new DCA Global Strategy 2023-2026 'Hope and Action in an Age of Disruption' that was jointly developed by all levels of the organisation, including the DCA Council, DCA Board and DCA's Partners Group during 2022. The Global Strategy sets the direction for DCA's work over the next four years, based on these four goals, as well as DCA's fundamental principles and cross-cutting commitments. Further, the Strategy outlines specific intervention areas (IAs) and expected long-term changes (LTCs) to be achieved in working towards DCA's global goals. The new Global Strategy is accompanied by a new Global Results Framework (GRF) specifying key outcome indicators (KOIs) for each global goal and IA, which are then accordingly linked to one of the expected LTCs. The GRF also includes relevant indicators for measuring progress with respect to DCA's fundamental principles, cross-cutting commitments and how fit for purpose DCA is.

The new Global Strategy and GRF provide a concrete roadmap guiding the design, implementation, and evaluation of DCA's programmes and projects as well as its broader commitments to being a principle-based organisation that is fit for purpose to deliver assistance in the rapidly evolving world. This is why DCA already started to roll out the new Global Strategy and GRF with the Country Offices (COs) in 2022, even if baselines and/or data collection processes were not yet in place for some KOIs and indicators. Due to this transition, reporting could not be done on all KOIs/indicators in 2022, but reporting is expected to improve in 2023 and beyond as relevant processes and tools become incorporated in project design and proposals across COs. To this end, for many of the KOIs/indicators, the 2022 results will serve as a baseline for the coming years.

After briefly introducing DCA's total income and expenditure for 2022, the following chapters report on the progress made in terms of DCA's efforts to deliver assistance according to its fundamental principles, the results of its Country Programmes (CPs), the extent to which DCA integrates its cross-cutting commitments in its work, and how DCA has striven to become an organisation fit for purpose. The reporting on each of these topics is structured around relevant indicators, and the CP results are specifically reported by introducing each of the global goals and the linked LTCs, IAs, and KOIs. It should be noted that KOIs are reported under relevant LTCs and IAs, and not in order of the numbers attached to them. ■

[Ethiopia / Bax Lindhardt]



04. Total Income and Expenditure

DCA's annual income in 2022 was 981.6 million Danish Kroner (DKK). This represents a 6.5% increase compared to 2021, and is the highest income achieved in DCA's history. DCA's 2022 income was 7.2 million DKK more than the 2022 budget of 974.4 million DKK. Funding from the Danish Ministry of Foreign Affairs (MFA) including Danish International Development Assistance (Danida), and from the United Nations (UN) and United States (US) institutions, increased significantly between 2021 and 2022. Funding from the European Union (EU) decreased in the same period,

mainly due to two big EU-funded programmes in Ethiopia and Syria coming to an end without receiving new funding. The grant from the Danish MFA remained the largest among the donors and amounted to 272.5 million DKK; in 2022 DCA was granted the highest amount of 200 million DKK annually under the new Strategic Partnership Agreement (SPA) 2022-2025. Fundraising in Denmark resulted in an increase in the unearmarked and earmarked funds between 2021 and 2022. Table 4.1 shows DCA's income from 2020 to 2022.

TABLE 4.1: OVERVIEW OF DCA'S INCOME FROM 2020 TO 2022 IN MILLION DKK.
SOURCE: DCA ANNUAL REPORT, 2022.

INCOME (MILLION DKK)	2022	2021	2020
DCA UNEARMARKED	140.5	134.0	138.1
DCA EARMARKED	48.0	30.9	24.1
DANISH MFA	272.5	236.2	232.1
EU	142.8	173.3	125.9
UN	87.9	78.3	93.1
US	141.6	114.8	85.7
OTHER INTERNATIONAL DONORS	140.8	136.5	172.8
OTHER INCOME AND FEES	7.5	13.9	12.5
TOTAL INCOME	981.6	917.9	884.3

Table 4.2 shows the income from the top five donors and the earmarked funding raised in Denmark in support of DCA's projects divided among its Save Lives, Build Resilient Communities and Fight Extreme Inequality global goals. DCA had a total of 62 donors supporting its work in 2022, and

'other donors' in Table 4.2 refers to these donors. The Danish MFA provides the highest funding among the donors and with respect to all three global goals, while most funds raised by DCA are in support of its Save Lives global goal.

TABLE 4.2: INCOME FROM THE TOP FIVE DONORS SUPPORTING PROJECTS UNDER DCA'S THREE GLOBAL GOALS IN MILLION DKK. EARMARKED FUNDING IS RAISED IN DENMARK AS PART OF ACHIEVING THE CREATE ENGAGEMENT GLOBAL GOAL.

NOTE: EU INTERNATIONAL PARTNERSHIPS (INTPA) INCLUDES MULTI-YEAR FUNDING RECEIVED THROUGH EUROPEAID INSTRUMENTS.
SOURCE: GPRM ACTUALS 2022 PROJECT TURNOVER DATA.

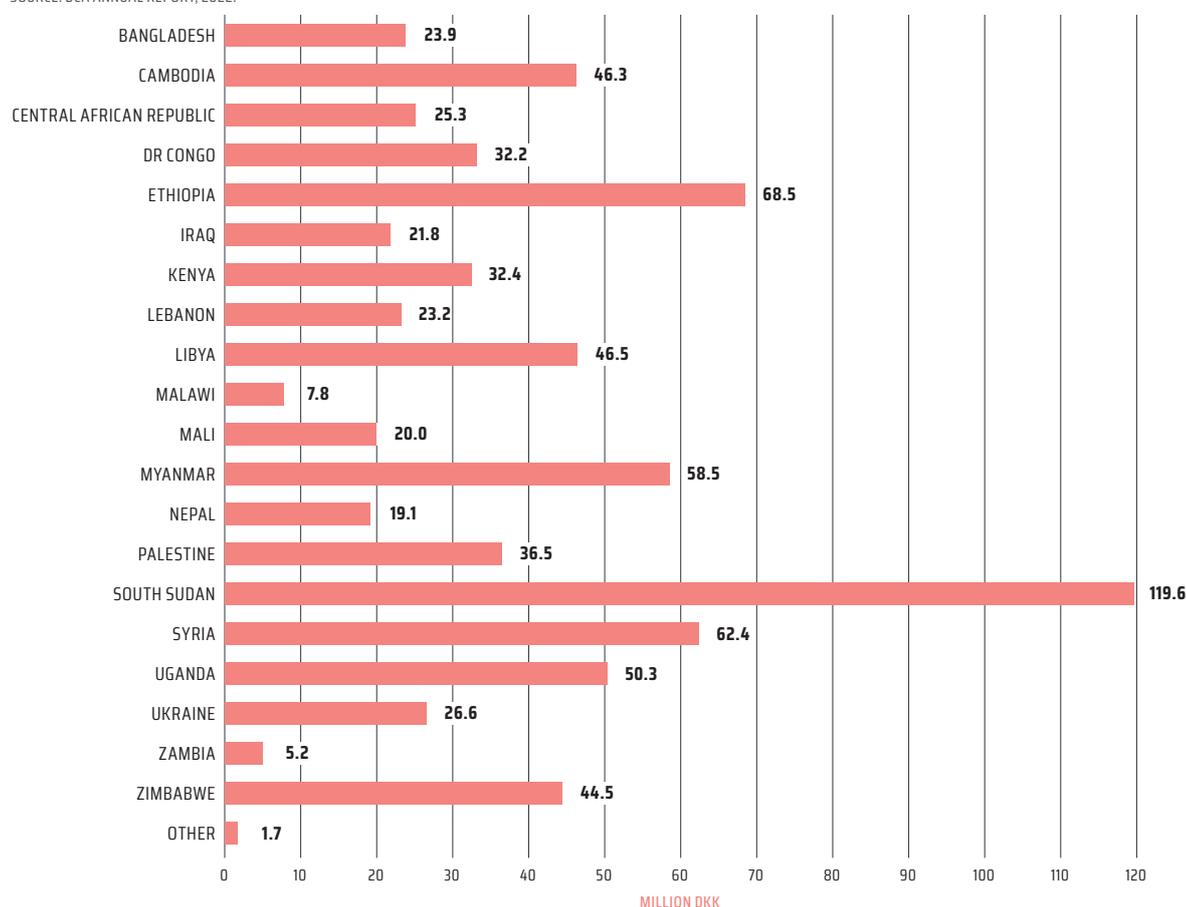
SAVE LIVES			BUILD RESILIENT COMMUNITIES			FIGHT EXTREME INEQUALITY		
	DKK MILLION	%		DKK MILLION	%		DKK MILLION	%
DANISH MFA/SPA	109.6	22.2	DANISH MFA/SPA	60.2	29.3	DANISH MFA/SPA	34.1	40.5
USAID	76.1	15.4	FCDO	20.0	9.7	EU INTPA	17.6	20.9
EU INTPA	55.5	11.2	EU INTPA	18.6	9.0	NCA	12.4	14.7
ECHO	41.6	8.5	DANIDA SINGLE GRANT	11.3	5.5	USAID	11.8	13.9
DIAKONIE KATASTROPHENHILFE	35.2	7.1	LWF	10.3	5.0	DRL	2.0	2.4
DCA EARMARKED	9.8	2.0	DCA EARMARKED	15.7	7.6	DCA EARMARKED	0.1	0.1
OTHER DONORS	166.2	33.7	OTHER DONORS	69.6	33.9	OTHER DONORS	6.3	7.5
TOTAL	494.0	100.0	TOTAL	205.7	100.0	TOTAL	84.3	100.0

Table 4.3 shows the global expenditure at DCA country level. South Sudan had the highest turnover followed by Ethiopia and Syria; all three countries being among the poorest in the world and negatively affected by conflicts and humanitarian crises. In terms of regional breakdown, 48% of DCA's funds supported programmes and projects in Sub-Saharan Africa, 23% in North Africa and the Middle East, 18% in Asia and 11%

in other areas including Ukraine. DCA initiated Ukraine CP in 2022 following the escalation of conflict between Ukraine and Russia. The majority of DCA's CPs experienced an increase in their income compared to 2021. However, Malawi, Palestine, Syria, and Zimbabwe experienced a drop in funding in 2022 primarily because donor priorities changed due to the situation in Ukraine. ■

TABLE 4.3: OVERVIEW OF TOTAL EXPENDITURE PER COUNTRY IN 2022 IN MILLION DKK.

NOTE: DATA FOR MALI ALSO INCLUDES EXPENDITURE IN BURKINA-FASO THROUGH PROJECTS ADMINISTERED BY MALI CP, AND DATA FOR ZIMBABWE INCLUDES EXPENDITURE IN MOZAMBIQUE THROUGH PROJECTS ADMINISTERED BY ZIMBABWE CP. MALAWI AND ZAMBIA ARE JOINT PROGRAMMES LED BY NORWEGIAN CHURCH AID (NCA) AND ONLY SHOW FUNDS RECEIVED FROM DCA. 'OTHER' INCLUDES NCA'S TURNOVER FOR THEIR RESPONSE PROGRAMMES IN AFGHANISTAN AND PAKISTAN.
SOURCE: DCA ANNUAL REPORT, 2022.



[Syria / Thomas Borberg, Politiken]



05. Fundamental Principles

05.1: Introduction

DCA's overall programme approach is shaped by DCA's fundamental principles. These relate to working as a multi-mandated organisation across the humanitarian-development-peace (HDP) nexus and as a partner and faith-based organisation (FBO) integrating a human rights-based approach (HRBA) into all programming. Ever since the founding of DCA in 1922, working in partnerships with civil society organisations and FBOs has been at the core of DCA's way of working. In order to deliver according to its fundamental principles in a constantly changing political and operational landscape, DCA will strengthen an integrated programming approach across the triple nexus to ensure its programmes are able to adapt to these changes. At the same time, DCA will ensure that its activities protect a rules-based world order and promote progressive changes to combat discrimination and promote meaningful inclusion. Going forward, multi-stakeholder partnerships, including with diverse civil society, faith-based actors and the private sector, as well as strengthening local leadership, will be the key for DCA to push the bar higher and collectively address the challenges.

05.2: Multi-mandated – for Lasting Change

% DCA PROJECTS DESIGNED TO TAKE A NEXUS APPROACH	35%
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In 2022, approximately 35% of DCA's total project portfolio (i.e., 140 projects) adopted a nexus approach: 100 of these projects operated across a double nexus (i.e., humanitarian-development) and 40 projects operated across a triple nexus (i.e., HDP) continuum. While this shows enhanced DCA capacity to link its interventions to peacebuilding efforts, DCA remains committed to strengthening this further in the coming years and to increase the share of its projects adopting a nexus approach to 65% by 2026. DCA's nexus approach has aimed to overcome rigidity and siloes, address needs through a contextual perspective, and focus on both acute needs and longer-term solutions from the earliest stages of a crisis. This has been done while resourcing local capacity and investing in innovative local leadership models to support local actors navigating in and responding to shifting contexts and situations.

In displacement contexts such as **Bangladesh**, DCA has

applied a double nexus approach by addressing the needs of the Rohingya population through livelihood and market support, and thereby increased access to food and income, while integrating life-saving and early recovery activities in both host and refugee communities. In transition contexts such as **Iraq**, DCA has applied a triple nexus approach through the survivor and community-led responses (sclr) to empower communities to respond holistically to their multifaceted needs and the risks they face while strengthening social cohesion across different ethnic groups.

05.3: Human Rights Based – for Just Change

% DCA PROJECTS THAT HAVE INTEGRATED HRBA AND REFLECT PANEL PRINCIPLES, INCLUDING IN FRAGILE CONTEXTS	76%
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Human rights are at the very centre of all DCA's work, while HRBA shapes its programmes and projects guided by the PANEL principles that promote Participation, Accountability, Non-Discrimination, Empowerment and Linking to Human Rights Law (PANEL). In 2022, all CPs and 76% of all DCA project interventions were rights-based and integrated the PANEL principles. This means that as an organisation that combines service delivery, advocacy and capacity sharing in reaching its global goals, DCA maintains a continuous focus on non-discrimination, inclusion, and pluralism. This is for example illustrated in **South Sudan's** work on gender-based violence (GBV), which highlights the use of a rights-based approach within a humanitarian setting. Through consultation, dialogue, and training on GBV concepts and referral pathways, women and communities more broadly learned about their rights and how to claim these effectively.

As part of DCA's commitment to Tech for Human Rights, DCA initiated the formation of an **Action Coalition on Content Moderation to fight online violence, harassment, and silencing of Women Human Rights Defenders (WHRDs)** under the Tech for Democracy initiative of the Danish government. This involved tech platforms, states, and civil society organisations (CSOs) working to improve protection of WHRDs.

% AWARENESS IN THE SAMPLED POPULATION OF DCA BEING AN ORGANISATION WITH A STRONG FOCUS ON HUMAN RIGHTS	19%
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In 2022, DCA commissioned a survey of the Danes' perception of DCA's brand, activities and communication and measured a 19% awareness of DCA as a human rights-focused organisation among its respondents. Communication on extreme inequality and human rights issues is an integral

part of DCA's messaging on its webpage, in publications and in the media. In 2022, DCA's focus was primarily on advocacy against environmental inequalities, and on supporting equal access to natural resources.

05.4: Faith-based – for Systemic Change

% DCA PROJECTS THAT ENGAGE FAITH-BASED PARTNERS AND/OR ACTORS IN SUBSTANTIAL ROLES	29%
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DCA aims to give visibility and prominence to faith-based actor engagement. In 2022, 29% of all projects in DCA were reported to involve a wide range of faith-based actors in substantial and locally anchored roles. This is an increase from 9% in 2021, when DCA underreported in this area, and shows a greater documentation and visibility of DCA's efforts to engage faith-based actors. In several countries, DCA worked with faith-based actors to address inequalities, discrimination, and humanitarian needs, as for example in **Bangladesh** where Rohingya Imams run community dialogue to end GBV and child marriage.

In 14 of the 20 CPs, DCA purposefully focused on local faith-based partners to foster social cohesion and peace. These partners engage as community leaders in local peace structures and act as community dialogue facilitators. In **Ethiopia**, local religious leaders engaged in these roles to strengthen peaceful coexistence of refugees and host communities.

NUMBER OF STRATEGIC INTERACTIONS BETWEEN FAITH-BASED ACTORS IN THE COUNTRIES WHERE DCA WORKS AND THE CHURCH CONSTITUENCY IN DENMARK	12
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DCA aims to build bridges between its faith-based partners abroad and its church constituency in Denmark. DCA's faith-based partners abroad and in Denmark involved in strategic interactions such as visits, events and debates in 2022 reported that these challenged and changed their perceptions of each other, and strengthened their feeling of solidarity as well as deepened their engagement in joint partnerships. Some of the events, debates, and visits were organised around young people's understanding of conflict, e.g. in **Palestine**, while others were grouped around global inequality and sustainable development goals (SDGs), e.g. in **Denmark**.

05.5: Partnerships – for Global Change

In 2022, the new DCA Partnership Policy was adopted. This policy is supported by DCA's Local Leadership Strategy (2021) that serves to promote greater respect, recognition and investment in local and national humanitarian and development capacity and leadership based on locally-defined needs. The policy is aligned with the strong focus of

the DCA Global Strategy 2023-2026 on ensuring locally-led solutions through equal partnerships and was guiding the design of CPs and partnerships in 2022.

DCA's Implementation modalities

As shown in Table 5.1, approximately 432 million DKK (more

than 50%) out of DCA's total expenditure for international work in 2022 was implemented by local and international partners in the CPs. The remaining 410 million DKK was implemented directly by DCA and through co-implementation, typically as part of DCA Mine Action work and multi-stakeholder consortia.

TABLE 5.1: TOTAL INTERNATIONAL PROGRAMME IN 2022 ON IMPLEMENTATION MODALITIES. NUMBERS EXCLUDE ADMINISTRATION COSTS AND COVERS INTERNATIONAL AND NATIONAL PARTNERS INVOLVED IN PROJECT IMPLEMENTATION. (ALL AMOUNTS IN MILLION DKK)
SOURCE: DCA ANNUAL REPORT, FINANCIAL STATEMENT 2022

	PARTNER IMPLEMENTED	DIRECTLY OR CO-IMPLEMENTED	GRAND TOTAL
DEVELOPMENT AID	162.7	110.9	273.6
HUMANITARIAN AID	269.1	299.4	568.4
GRAND TOTAL	431.7	410.3	842.0

DCA Partner Portfolio and Partnership Agreements

In 2022, DCA had 204 partners with Cooperation Agreements (CA), which refer to project cooperation involving transfer of funds or assets. This represents a further expansion of DCA's partnership base from 187 partners in 2021. Out of the 204 partners in 2022, DCA had 62 Partnership Agreements (PA) that are used for longer-term, multi-year partnerships and outline shared vision, values, and expected roles and responsibilities for DCA and its partner. Of these, 17 were with partners led by young people and 19 were with women-led/women's rights organisations (WLO/WRO). From 2023, DCA will also start reporting number of partners with CAs led by young people and that are WLO/WROs.

DCA's commitment to Charter for Change and Grand Bargain

DCA is committed to meet the Charter for Change (C4C) and Grand Bargain (GB) target to transfer 25% of its humanitarian funding directly to local and national partners. As demonstrated in Table 5.2, DCA transferred 22% of total humanitarian funding and 30% of total development funding to local and national partners in 2022. While the humanitarian transfer marks the highest percentage since 2020, the amount of development funds transferred to local actors is the lowest in recent years. This is primarily due to reduced donor funding in support of local partners and reflects that many grants to partners came to an end in 2021 or entered their final year in 2022.

TABLE 5.2: AGGREGATED FIGURES FOR C4C REPORT SHOWING PERCENTAGE OF GLOBAL FUNDING ALLOCATION FOR 2020, 2021, 2022.
SOURCE: MACONOMY
NOTE: THE NUMBERS HERE ARE CALCULATED BASED ON TRANSFERS TO LOCAL AND NATIONAL PARTNERS ONLY, WHEREAS TABLE 5.1 REFERS TO TRANSFERS TO ALL DCA PARTNERS.

	2022	2021	2020
THE PERCENTAGE OF HUMANITARIAN FUNDING TRANSFERRED TO LOCAL AND NATIONAL PARTNERS BASED ON DCA'S TOTAL EXPENDITURE	22%	20%	21%
THE PERCENTAGE OF DEVELOPMENT FUNDING TRANSFERRED TO LOCAL AND NATIONAL PARTNERS BASED ON DCA'S TOTAL EXPENDITURE	30%	36%	35%
THE PERCENTAGE OF HUMANITARIAN AND DEVELOPMENT FUNDING TRANSFERRED TO LOCAL AND NATIONAL PARTNERS BASED ON DCA'S TOTAL EXPENDITURE	25%	25%	26%

Organisational Development and Capacity Sharing with Partners

% DCA CSO/FBO PARTNERS RECEIVING MULTI-YEAR ORGANISATIONAL DEVELOPMENT AND CAPACITY SHARING FROM DCA **62%**

In line with DCA's Local Leadership Strategy and GB commitments, DCA supported 126 partners for multi-year organisational development and capacity sharing in 2022,

resulting in a 62% achievement. DCA transferred a total of 25.2 million DKK to support organisational/institutional development of local and national partners in 2022, an increase from 20 million DKK in 2021. Out of these, 2.7 million DKK supported WLOs in 2022.

% OF PARTNERS SATISFIED WITH DCA'S CAPACITY SHARING AND PARTNERSHIP PROCESSES **75%**

DCA has accelerated the implementation of its Local Leadership Strategy in 2022. For example, DCA introduced the Partner Satisfaction Survey which was shared with 200 partners. Based on 130 responses received (a 65% response rate), the results showed that, overall, 75% were satisfied with the three aspects measured by the survey, namely DCA's partnership style (88% positive response), capacity strengthening efforts (69% positive), and the way DCA meets its C4C commitments (67% positive). The C4C commitments received lower satisfaction rates to reveal areas for further improvement, including the need for better promotion of partners in DCA's communications materials to the national media and to the public (57% positive) and for supporting them in accessing direct funding opportunities (54% positive).

DCA implemented its local leadership strategic priorities in **Lebanon** by supporting locally-led advocacy platforms, and similarly in **Ukraine** by supporting the funding of pipelines for local community groups through the Group Cash Transfer (GCT) modality. In terms of DCA's ability to leverage global, national, and local networks and alliances, DCA continued its support to Local to Global Protection (L2GP) efforts to increase advocacy and understanding of crisis-affected people's agency, empowering communities to lead crisis response. In 2022, DCA also signed a Memorandum of Understanding with the International Council for Voluntary Agencies on a joint localisation project in **Iraq, Mali, and South Sudan**. These efforts have collectively impacted on donor policy changes, including a localisation guidance note published by the European Civil Protection and Humanitarian Aid Operations (ECHO) in April 2022. Overall, the Local Leadership Strategy has contributed to spearheading new innovative approaches to localised response and agency, locally-led advocacy strategies giving voice to local actors, and provision of tangible inputs to relevant global policy discussions on localisation.

Initiatives supporting informal social movements and activists

NUMBER OF INITIATIVES THAT SUPPORT ACTIVISTS
AND INFORMAL SOCIAL MOVEMENTS **40**

DCA and its partners undertook 40 initiatives supporting activists and informal social movements in diverse contexts. These included support to Human Rights Defenders (HRDs), local initiatives, training, humanitarian support, and advocacy actions. For example, in **Kenya**, DCA worked with such actors to push for alternative justice system resolution and land rights through training on alternative justice and engagement with national actors. However, most of such initiatives address immediate needs and are aimed at delivering rapid response. This was the case in **Ukraine**, where DCA

supported local groups and organisations to provide humanitarian aid and strengthen protection mechanisms for those most affected by the war. These included localised initiatives supporting internally displaced persons (IDPs), providing support services such as psychosocial interventions, and building rapid response community networks. While such types of support will remain important in humanitarian contexts, DCA also recognises that meaningful change through activism and social movements takes years to achieve. Thus, going forward, DCA will also focus on providing longer-term support that enables activists and informal social movements to address root causes of structural inequalities, without necessarily overly formalising their structures.

Multi-stakeholder-driven Private Sector Partnerships

NUMBER OF PROJECTS THAT INVOLVE PRIVATE
SECTOR ACTORS AND TAKE A MULTI-STAKEHOLDER
APPROACH **9**

DCA continued to deepen and scale multi-stakeholder collaboration between the private sector, civil society, and other market actors to promote climate resilient food systems and decent job and employment opportunities for the most marginalised. DCA works specifically on promoting more locally-led projects with responsible business conduct at the core of sustainable and inclusive business models. In 2022, DCA engaged in nine such multi-stakeholder projects in **Kenya** (3), **Uganda** (1), **Ethiopia** (2), **Cambodia** (2), and **Zimbabwe** (1). This number includes projects where DCA engages private sector actors in local and global value chains through a multi-stakeholder approach and an active emphasis on responsible business conduct.

In addition, DCA received pre-approval of two new Danida Green Business Partnership (DGBP) projects in **Kenya** and **Palestine** at the end of 2022. These projects have a strong focus on promoting food systems transformation and green, market-based solutions by improving smallholder farmers' access to markets through local and global value chains – for example by reducing food waste through cold chain solutions in rural Kenya. DCA also influenced local and Danish business actors to promote and strengthen local sourcing strategies and practices on responsible business conduct through awareness raising, strategic interventions, and multi-stakeholder project collaboration with a HRBA to development as the core foundation for achieving the SDGs. Through strategic alliances, DCA also engaged key business alliances both in Denmark and COs together with the Confederation of Danish Industry to enable broader dialogue on dilemmas that potentially compromise local actors' abilities to engage in regional or global value chains.

Relationships in Denmark with Existing Partners and Church Constituency

NUMBER OF ACTIVITIES WITH DANISH CHURCH-BASED AND POPULAR PARTNERS

11

In 2022, DCA had formal PAs with 11 popular and church-based partners in Denmark, primarily Junior Folk High Schools and children's and young people's organisations. A large part of the over 200 events that took place in 2022 as part of DCA's 100th anniversary was arranged together with partners, which created stronger relationships, including with church dioceses across Denmark. DCA also developed new activities for partners to engage in – such as Communal Dining Against Food Waste and Communal Singing – which made it possible to additionally engage 13 new CSOs and schools and explore future expansion of the partner base.

05.6: Conclusion

Working holistically and joining forces with diverse local actors has been a key enabling factor for DCA's work as a multi-mandated and partnership-based organisation. DCA is overall on track for meeting its ambitions on fundamental principles. As the Partner Satisfaction Survey confirmed, DCA scored high on its partnership and localisation commitments,

demonstrating its ability to translate policy ambitions into tangible action on the ground. DCA transferred more humanitarian funds directly to local actors in 2022 than ever before, including for capacity sharing and organisational development of partners. A substantial share of DCA's projects concerns applying a HRBA to address inequalities and discrimination and to support civil society partners to push back against rising pressures on humanitarian and civic space. Partnerships with FBOs and local faith leaders have been instrumental in driving change and advocacy at country level. Moving forward, DCA will continue to raise the bar for inclusive locally-led responses for ensuring more flexible and innovative funding pipelines for grassroots organisations and local civil society, including marginalised and informal groups. Similarly, to enable a stronger sense of belonging and connectedness in communities increasingly suffering from armed conflict, disasters and human rights violations, DCA will enhance its focus on integrating peacebuilding and conflict prevention across programming, including a stronger emphasis on conflict sensitivity from the earliest stages of programme design. DCA will also provide long-term support to social movements to enable them to address root causes of structural inequalities in partnerships with diverse stakeholders and bring private sector, human rights activists and humanitarians together around common agendas. ■



[South Sudan / Rasmus Gravesen]

06. Programme Results

06.1: Introduction – Overview of DCA's Global Programmes

In 2022, DCA worked in 20 countries to reach a total of 34 million people, including approximately 4 million directly and over 30 million indirectly. At the same time, DCA continued to actively involve volunteers, partners, and the public in Denmark. Owing to the update of DCA's people count methodology at the end of 2021, the number of people reached presented in this report is not directly comparable to that in previous reports. According to this new methodology, people directly reached refer to those who received or participated in DCA-funded inputs, activities or services provided by DCA or a DCA partner organisation. In turn, those indirectly reached include, for example, family members of a person reached directly whose wellbeing is expected to be

enhanced by DCA or its partners' projects. The figures in this report refer only to people reached directly through DCA CPs.

In 2022, a total of 327 projects were implemented by DCA and its 204 partners across 20 countries. Figure 6.1 shows the breakdown of people reached directly through these activities by DCA CPs, while Figure 6.2 shows the number of people reached directly disaggregated by DCA's global goal and Figure 6.3 further disaggregates this number by age and gender. The age-disaggregated data reflects DCA's strong emphasis on involving young people, while the gender disaggregation shows that women constitute nearly half of people reached directly by DCA's activities.

FIGURE 6.1: PEOPLE REACHED DIRECTLY IN 2022 BY CP.

NOTE: DATA FOR MALI ALSO INCLUDES PEOPLE REACHED IN BURKINA-FASO THROUGH PROJECTS ADMINISTERED BY MALI CP, AND DATA FOR ZIMBABWE INCLUDES PEOPLE REACHED IN MOZAMBIQUE THROUGH PROJECTS ADMINISTERED BY ZIMBABWE CP.

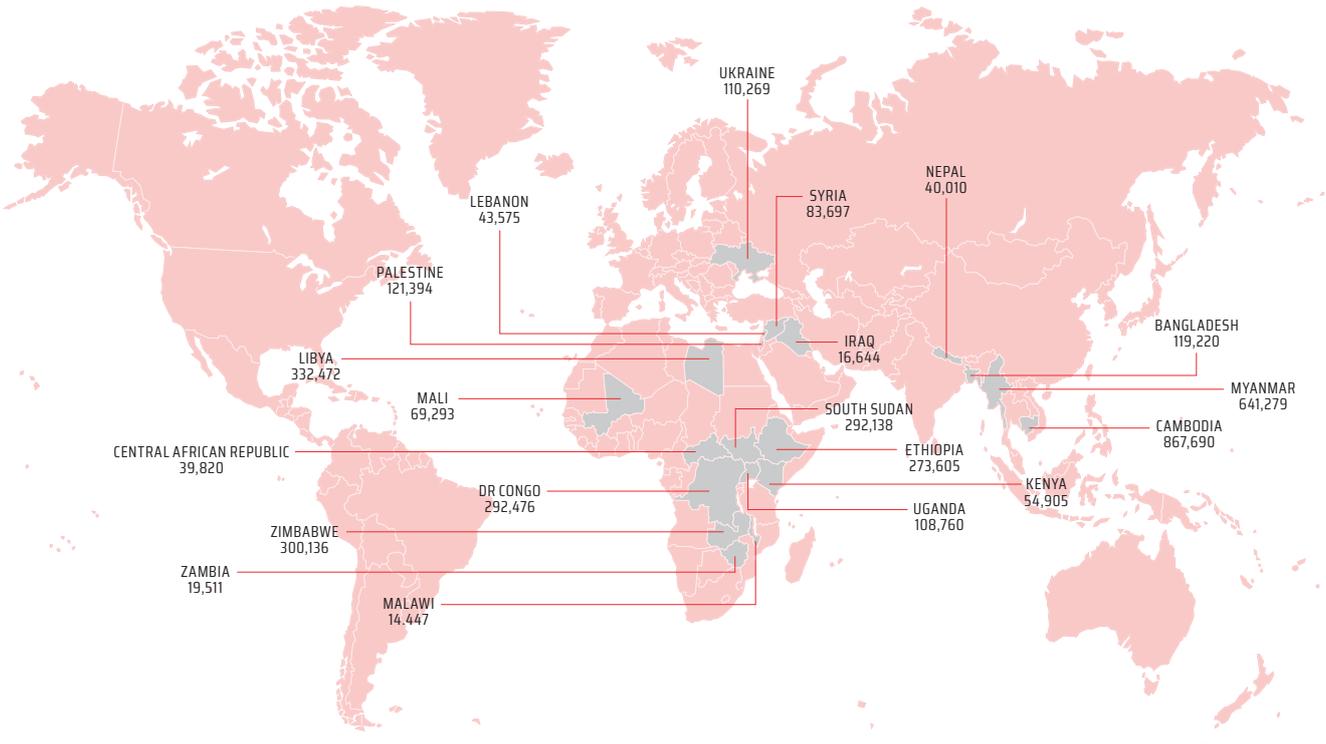


FIGURE 6.2: PEOPLE REACHED DIRECTLY THROUGH PROJECTS IN 2022 BY DCA GLOBAL GOAL

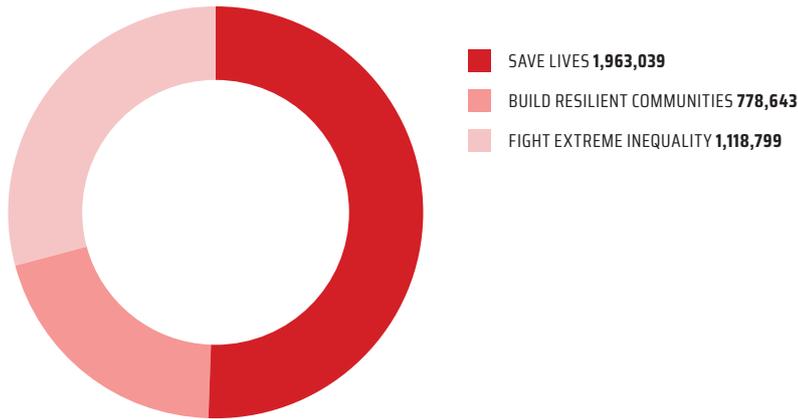
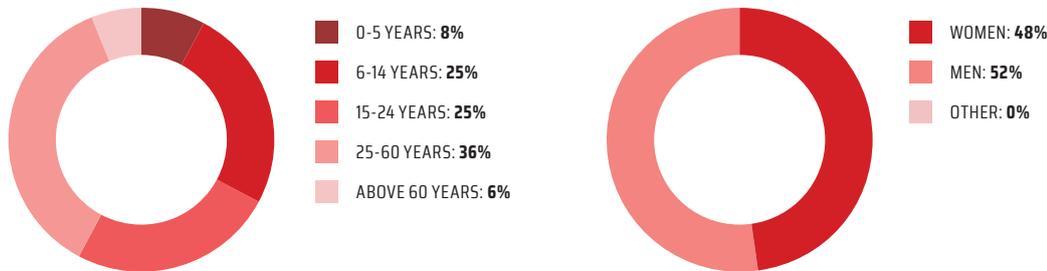


FIGURE 6.3: PEOPLE REACHED DIRECTLY THROUGH PROJECTS IN 2022 BY AGE AND GENDER.
NOTE: IN THE GENDER BREAKDOWN, 'OTHER' COVERS PEOPLE NOT IDENTIFYING THEMSELVES AS WOMAN/MAN OR NOT WISHING TO DISCLOSE THEIR GENDER AFFILIATION. THE SHARE IS 0.02%.



06.2: Save Lives

06.2.1: Introduction to Save Lives Global Goal

The Save Lives interventions covered 51% of the total number of people reached directly by DCA projects. There was a constant focus on localisation both in terms of funding transferred to local partners and increasing local actors' influence on decision-making in humanitarian interventions. DCA also placed great emphasis on the triple nexus, linking life-saving interventions with conflict sensitivity and peacebuilding, as well as long-term development. This is in line with DCA's priority to improve the connection between projects under the Save Lives and Build Resilient Communities global goals. Likewise, this emphasis is linked to the three strategic priorities under the Save Lives goal which aim to: 1) strengthen protection work, including through aligning protection approaches and human rights principles of diversity and inclusion to support communities in improving their protection and psychosocial wellbeing; 2) to integrate community cash grants and other community-led responses as part of its cash programming; and 3) to strengthen conflict prevention and peacebuilding efforts. This section reports on the results related to DCA's Save Lives goal under the three LTCs, and related IAs. DCA GRF has 12 different KOIs linked to Save Lives goal which are used to structure this reporting.

06.2.2: LTC 1: Vulnerable and displaced people are safe and withstand shocks and crisis.

IA1: Humanitarian Response and Protection

KOI 1.1: AVERAGE REDUCTION IN CSI SCORE	43% REDUCTION
NUMBER OF PROJECTS REPORTING ON KOI 1.1	21
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.1	8
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.1	413,000

The growth in DCA's Multipurpose Cash Assistance (MPCA) to crisis and conflict-affected populations enabled better access to life-saving services across 21 projects in eight CPs. The volume of Cash and Voucher Assistance (CVA) alone grew by 190% compared to 2021. COVID-19 restrictions led to the expansion in the CVA modality, and this increase was further propelled by the initiation of the Ukraine CP together with additional funding allocated to emergency responses in other CPs. Overall, the growth in DCA's MPCA contributed to the reduction of negative coping strategies such as skipping

meals, accumulating debts, child labour, and child marriage. On average, there was a 43% reduction in the Coping Strategy Index (CSI) across CPs. This is a significant achievement considering that the UN and other donors' targets typically aim for a 20% reduction. As negative coping strategies that have become habitual take a long time to reverse, this result is attributed to multi-year programming, especially in displacement-affected contexts where cash programmes have been widely used. Reduction in negative coping strategies enhanced protection of populations at risk, such as women and girls, contributed to the protection of productive assets, reduced vulnerabilities, and enabled recovery. In **Syria**, MPCA ensured vulnerable and displaced households in Menbij and Raqqa had basic items needed to preserve life, health and dignity. Households spent their money on their most immediate and pressing needs and thus avoided negative and irreversible coping mechanisms. In **South Sudan**, MPCA reduced reliance on wild hunting and gathering, such as water lily harvesting for food in deep-water bodies which particularly expose women to the risks of attack by reptiles.

KOI 1.2: % OF HOUSEHOLDS WITH ACCEPTABLE FOOD CONSUMPTION SCORE	61%
NUMBER OF PROJECTS REPORTING ON KOI 1.2	39
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.2	11
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.2	770,000

DCA contributed to increased access to adequate and diversified food items, which is measured by the food consumption score (FCS) – a proxy food security indicator. CVA and complementary actions such as nutritional gardens and small livestock activities improved food security among targeted households. Overall, 61% of targeted households in 11 countries in 2022 had an acceptable FCS at endline compared to 16% at baseline. This indicates a 45% increase of households that had improved access to more diversified and nutritious food. In **CAR**, electronic vouchers distributed to displaced people improved access to food from the contracted suppliers and there was a 54% increase in the number of households with acceptable FCS. In **Uganda**, MPCA projects combining training in financial literacy, climate-smart agriculture, basic nutrition education and psychosocial sessions contributed to 98% of the targeted women-led households producing vegetables for consumption and income generation.

KOI 1.3: % OF HOUSEHOLDS WHO REPORT THAT THEY ARE ABLE TO MEET ALL OR MOST OF THEIR BASIC NEEDS ACCORDING TO THEIR PRIORITIES	56%
NUMBER OF PROJECTS REPORTING ON KOI 1.3	13
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.3	6
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.3	350,000

In line with GB's commitment to increase coordination on MPCA, DCA adopted a 'Meet Basic Needs Indicator' which measures targeted households' ability to meet their basic needs such as food, water, health, and education expenses. This indicator is linked to KOI 1.1 because an enhanced ability to meet basic needs contributes to reduction in negative coping strategies. In 2022, 86% of households that received MPCA through DCA projects reported that their basic needs were met to various degrees: 56% of reported that they met all or most of their needs, and 30% reported that some of their needs were met. Notable results were achieved in **Zimbabwe**, where the urban cash assistance project enabled 69% of the targeted households to meet all their basic needs.

KOI 1.6: % OF TARGET INDIVIDUALS DISPLAYING SAFE KNOWLEDGE ON EXPLOSIVE REMNANTS OF WAR (ERW)	87%
NUMBER OF PROJECTS REPORTING ON KOI 1.6	13
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.6	7
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.6	550,000

DCA's explosive ordnance clearance work of contaminated areas both in rural and urban settings should as far possible be supplemented by explosive ordnance risk education (EORE) and awareness raising sessions to ensure that the targeted populations understand the threat and danger of unexploded ordnances left after armed conflicts. EORE and awareness raising for individuals, households and communities is an essential part of DCA's mine action programming. The CO reports for 2022 verify that partners' and DCA's EORE sensitisation and messaging provided satisfactory knowledge, with more than 87% of participants displaying safe knowledge of ERW's among target groups in **Libya, Northeast Syria, South Sudan, and Ukraine**. This is also an area where DCA has been using technology as an innovative solution, for example in the design, creation and scaling up of an EORE chatbot via the WhatsApp mobile application. This tool, widely used in **Mali**, offers the ideal basis for the development of an innovative digital solution allowing people on the move to access critical EORE messages in a comprehensive and interactive way.

KOI 1.10: % OF INDIVIDUALS RECEIVING PSYCHOSOCIAL SUPPORT (PSS) SERVICES WHO REPORT AN IMPROVEMENT IN PSYCHOSOCIAL WELLBEING.	92%
NUMBER OF PROJECTS REPORTING ON KOI 1.10	9
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.10	
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.10	45,000

During 2022, DCA and partners utilised a newly adopted measure to assess participants self-perceptions of improved psychosocial wellbeing following structured interventions. Overall, 92% of the programme participants receiving PSS services reported an improvement in their psychosocial wellbeing. In **Bangladesh** and **Iraq**, trained case workers provided focused, non-specialised PSS in the form of GBV case management and supported survivors and individuals at risk to access other mental health and PSS services as needed via referrals. In **Uganda**, an evidence-based, low-intensity psychological intervention was administered to adults impaired by distress; here participants self-reported a reduction in depression, anxiety, and stress upon completion. This intervention linked individuals upon completion with business and financial skills training and access to self-managed savings groups, enabling the start-up and continued operation of micro and small-scale enterprises.

KOI 1.11: % OF INDIVIDUALS REPORTING THAT HUMANITARIAN ASSISTANCE IS DELIVERED IN A SAFE, ACCESSIBLE, ACCOUNTABLE, AND PARTICIPATORY MANNER.	85%
NUMBER OF PROJECTS REPORTING ON KOI 1.11	10
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.11	6
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.11	201,000

Improving adherence to safe and accountable programming practices was a key focus area across DCA's humanitarian interventions in 2022. While many projects took substantive steps to strengthen the incorporation of protection principles in all sectoral interventions, the newly introduced protection mainstreaming indicator enabled progress to be quantified in 10 projects. The majority of those directly reached by these projects, i.e., 85%, reported that humanitarian assistance was delivered in a safe, accessible, accountable, and participatory manner. In **Ukraine**, DCA and Hungarian Interchurch Aid established a response that directly supported IDPs and local populations in areas most affected by war. Most respondents felt that the monthly cash assistance to cover their most immediate expenses was provided in accordance with protection principles. In **Uganda**, 97% of programme

participants surveyed indicated that the MPCA they received to mitigate severe weather exposure was administered clearly, in a safe and conveniently accessible location and time, and took into consideration the participants' input provided during project design consultations.

06.2.3: **LTC 2: Communities in fragile contexts are self-reliant and enjoy peaceful co-existence.**

IA2: Early recovery and conflict prevention

KOI 1.5: % OF SUPPORTED GROUPS SELF-REPORTING INCREASED PREPAREDNESS AND CAPACITY OF COMMUNITY MEMBERS TO RESPOND TO COMMUNITY PRIORITIES IN ACUTE/ PROTRACTED CRISIS	94%
NUMBER OF PROJECTS REPORTING ON KOI 1.5	4
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.5	3
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.5	212,000

During 2022, DCA saw the expansion of sclr/GCT programming to seven CPs (increasing from four in 2021) funding 20 local partners supporting over 300 community-led initiatives. However, only three CPs were ready to report on this. In **Palestine**, 80 group initiatives, funded through two local partners, empowered community groups to rehabilitate and improve the resilience of their communities in response to the prolonged crisis. In **Kenya**, pastoralist communities facing unprecedented water insecurity used GCTs to find locally contextualised means of addressing water shortages and reinforce their livelihoods. Overall, 94% of community groups in sclr/GCT interventions self-reported increased preparedness and capacity of community members to respond to community priorities in acute/protracted crisis. Empowering communities in this way will have impacts outside of the initiatives themselves, and learning will be compiled and published by L2GP and DCA as the approach and practices evolve.

KOI 1.7: % OF TARGET INDIVIDUALS REPORTING INCREASED SAFE ACCESS TO SOCIO-ECONOMIC ACTIVITIES:	44%
NUMBER OF PROJECTS REPORTING ON KOI 1.7	3
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.7	1
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.7	160,000

Increased safe access to socio-economic activities is one of the essential impacts of ERW and mine clearance, and **Libya** was the first, and so far the only, CP to report on this new KOI

in 2022. With long-term multi-year donor contracts, Libya CP has been able to strengthen their Monitoring, Evaluation, Accountability and Learning (MEAL) capacities in relation to mine action activities. The experiences in Libya point to a need for more survey and clearance for people to feel safe in accessing livelihood activities and key infrastructure, whether in urban or rural areas. In other DCA countries with mine action activities no data for this KOI was planned in 2022, but this reporting is expected to improve through MEAL strengthening for new projects from 2023.

KOI 1.8: % OF TARGETED STAKEHOLDERS WHO ACTIVELY IDENTIFY AND ADDRESS DRIVERS OF VIOLENT CONFLICT	100%
NUMBER OF PROJECTS REPORTING ON KOI 1.8	1
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.8	1
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.8	180

Conflict sensitivity and do no harm mechanisms were integrated in relevant interventions, but only one project in **Zimbabwe** CP reported on this indicator in 2022. Specifically, six conflict sensitivity assessments were reported, ensuring that 180 stakeholders actively identified and addressed drivers of violent conflict. Additionally, DCA increased conflict sensitivity capacities of staff, partners, and communities with in-house Training of Trainer activities in **CAR** and **Iraq**. Additional reporting on this KOI is expected in 2023.

KOI 1.9: % OF TARGETED STAKEHOLDERS WHO BELIEVE THERE IS SOCIAL COHESION IN THEIR GEOGRAPHIC AREA	100%
NUMBER OF PROJECTS REPORTING ON KOI 1.9	1
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.9	1
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 1.9	22

At least eight DCA CPs strengthened social cohesion, conflict prevention and peacebuilding efforts as part of their projects. However, only one CP was able to report on this indicator in 2022, and reporting is expected to improve in other CPs in the coming years. Initiatives engaged local actors, including faith-based actors, to identify and address drivers of violent conflict across conflict stages and at different intervention points. Most projects (e.g. in **CAR, Iraq, Kenya, Mali, South Sudan**) addressed inter and intra-community conflicts and largely focused on local peace actors. In **Mali**, conflict prevention, social cohesion, and peacebuilding were pursued as important elements in a triple nexus project which combined water and livelihoods initiatives with local peace structure strengthening, and actively engaged local

peace actors in community planning of mine action activities. DCA’s efforts towards peace relied on a strong sense for gender, age, and diversity inclusion. For example, in **CAR** the focus was placed on the participation of previously excluded marginalised groups and societal and cultural guardians in local peacebuilding.

06.2.4: **LTC 3: Government institutions, non-state actors, international organisations, private sector, and CSOs promote and adhere to localisation commitments and international law in conflict and crisis.**

IA3: Advocacy on Crisis and Humanitarian Issues

KOI 1.12: NUMBER OF CHANGES IN POLICIES, LEGAL FRAMEWORKS, ACTIONS AND PRACTICES BY DUTY BEARERS, WHICH ARE ATTRIBUTABLE TO STRATEGIC ADVOCACY ENGAGEMENT BY DCA, PARTNERS AND ALLIANCES	35
NUMBER OF PROJECTS REPORTING ON KOI 1.12	6
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 1.12	3

In 2022, DCA contributed to influencing 35 changes in government and/or donor policies and/legal frameworks. This was demonstrated in **Iraq** where, following mounting pressures on national organisations in 2022, DCA engaged with the government and national partners to promote localisation as well as strong National Mine Action Institutions.

06.2.5: **Conclusion – Save Lives**

The number of individuals reached directly by DCA’s humanitarian assistance was nearly 2 million in 2022, and overall DCA finds its achievements under the Save Lives goal as being satisfactory. The expenditure for humanitarian assistance was 568 million DKK out of the total of 842 million DKK used on DCA’s international programmes in 2022, and most of these 568 million were spent in fragile and displacement-affected contexts. The exponential 190% increase in the volume of CVA and an increased focus on protection across DCA programmes and projects showed clear outcomes in both enhancing and mainstreaming protection and implementation of PSS. DCA also set in motion several initiatives related to improving conflict sensitivity, social cohesion, and support for peacebuilding initiatives, all of which represent another priority area under its Save Lives goal. It was, however, too early to document substantial impact, since only a few CPs were able to report on relevant indicators in 2022. Nevertheless, DCA will continue to prioritise these focus areas, given their importance in preventing further fragility and displacement in crisis-affected contexts.

06.3: Build Resilient Communities

06.3.1: Introduction to Build Resilient Communities Global Goal

DCA interventions under Build Resilient Communities goal constituted around 20% of the people reached directly by DCA. DCA's resilience building approach focuses on strengthening the capabilities and entitlements that individuals and communities need to become socially, economically, and environmentally resilient. In line with the rollout of the DCA Resilience Framework in 2022, DCA has worked on strengthening the social and environmental resilience elements in programming and on increasing focus on system-level changes. DCA mobilises and engages communities to design and implement locally appropriate responses to climate change and to advocate at local, regional, national, and global levels for the necessary systemic changes towards just and sustainable food and market systems in rural and increasingly urban settings. Furthermore, DCA stimulates long-term socio-economic resilience of communities across development and fragile contexts by supporting market and food systems interventions, enhancing financial inclusion, and promoting multi-stakeholder partnerships to support the most vulnerable while protecting and restoring the natural environment. This section reports on the results related to DCA's Build Resilient Communities goal under the three LTCs and related IAs. DCA GRF has six different KOIs linked to the Build Resilient Communities goal, five of which were used in 2022 to structure the reporting.

06.3.2: LTC 4: Vulnerable and displaced people anticipate and adapt to climate and environmental stressors and shocks, engaging in a sustainable and regenerative use of resources.

IA4: Disaster Risk Reduction (DRR) and Climate Resilience

KOI 2.1: % OF TARGETED INDIVIDUALS WHO HAVE ADOPTED ADDITIONAL CLIMATE ADAPTATION OR DISASTER RISK REDUCTION (DRR) PRACTICES.	39%
NUMBER OF PROJECTS REPORTING ON KOI 2.1	15
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 2.1	6
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 2.1	25,300

Across the six CPs that reported on KOI 2.1, an average of 39% of targeted individuals adopted additional climate adaptation practices. DCA and partners worked together with cooperatives, farmers groups, CSOs, municipalities and other local actors to strengthen capacities and promote local leadership in design and implementation of initiatives to anticipate and adapt to diverse climate and environmental stressors and shocks.

In 2022, **Cambodia, Kenya, Nepal, Uganda,** and **Zimbabwe** reported that approximately 5,200 programme participants have successfully adopted climate adaptation and/or DRR practices. These varied from relatively simple resilient agriculture techniques, such as the use of local and climate resilient seeds or shade houses, to more transformational approaches, such as agroecology, integrating social and ecological principles for more just, sustainable, and resilient food systems. At least seven CPs are promoting agroecology and four of them have started monitoring implementation through the Food and Agriculture Organisation's Tool for Agroecology Performance Evaluation. In **Cambodia**, DCA established an Agroecology Living Lab to advance a more cooperative and user-centred way of learning and sharing knowledge. Through this initiative, DCA developed new ways to engage local partners, district and provincial agricultural authorities, universities and the private sector, building bridges towards agroecological transition and establishing connections to relevant policy dialogue platforms.

Likewise, **Bangladesh, Ethiopia, Nepal, South Sudan, Uganda,** and **Zimbabwe** promoted the adoption of DRR practices while working with communities affected by erratic rainfall, floods, landslides, drought, and land degradation. In **South Sudan**, DCA equipped community-managed DRR groups to develop and implement early warning systems and preparedness action plans through cash-for-work schemes to reduce the amount of loss and damage from flooding.

DCA and partners also worked to support communities to recover from economic and non-economic loss and damage that cannot be mitigated through DRR or adaptation practices. DCA developed a quantitative assessment methodology documenting an increase in projects addressing climate-related loss and damage from 6% in 2019 to 17% in 2022. DCA will continue deepening its understanding and organisational learning to address this, and will advocate for adequate and efficient funding mechanisms that respond to needs on the ground.

KOI 2.2: % OF TARGETED INDIVIDUALS WHO HAVE ADOPTED CLIMATE CHANGE MITIGATION, ENVIRONMENTAL AND BIODIVERSITY PROTECTION PRACTICES.	84%
NUMBER OF PROJECTS REPORTING ON KOI 2.2	5
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 2.2	2
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 2.2	43,700

Overall, 84% of targeted individuals adopted one or more climate change mitigation practices in 2022. As part of DCA's efforts to map relevant activities in this area, a total of six CPs were identified to have delivered on climate mitigation

and environmental and biodiversity protection by integrating afforestation activities as part of broader agroecology and sustainable forest management projects that also aim at mitigating biodiversity loss and ecosystem degradation. Yet only two CPs had processes in place to report on this indicator in 2022, and DCA will continue to focus on improving reporting in this area in the years ahead.

Another way in which DCA seeks to limit greenhouse gas emissions is through the promotion of renewable energy. In 2022, 10 COs implemented projects using solar energy in different ways, such as by distributing solar lamps or solar refrigerators, or by integrating solar panels to power irrigation system, street lighting, desalination plants and water borehole pumps. Solar energy was also integrated into broader projects that support communities to use it to increase their incomes and economic resilience in a climate-friendly way. In **Ethiopia, Kenya, Nepal, South Sudan, Uganda, and Zimbabwe**, DCA and partners promoted increased access to efficient cooking stoves by training women and young people to produce and distribute cooking stoves in both humanitarian and development settings, contributing to reduced need for firewood. In **Kenya**, DCA partnered with a local private sector partner and faith-based actors to build a sustainable last mile distribution of clean cooking stoves through local church and community infrastructures. This showcases the relevant role that faith-based actors can have in supporting awareness raising and behavioural change towards climate action.

KOI 2.3: AREA OF LAND IN HECTARES UNDER IMPROVED MANAGEMENT METHODS.	3,980
NUMBER OF PROJECTS REPORTING ON KOI 2.3	2
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 2.3	2
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 2.3	33,500

DCA continued to implement projects promoting the adoption of diverse improved agriculture and/or sustainable forestry management methods in 2022. For example, DCA and partners worked with local communities in Zimbabwe to implement sustainable forest management practices by creating incentives for protection of wildlife and habitats while ensuring sustainable and climate resilient livelihood options.

06.3.3: **LTC 5: Vulnerable and displaced people are resilient and actively engaged in economically and environmentally sustainable food and market systems.**

IA5: Resilient livelihoods linked to markets and food systems

KOI 2.5: % OF TARGETED INDIVIDUALS WHO HAVE INCREASED INCOME AND IMPROVED EMPLOYMENT OPPORTUNITIES	82%
NUMBER OF PROJECTS REPORTING ON KOI 2.5	24
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 2.5	8
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 2.5	65,400

DCA works to promote a multitude of income generation opportunities across humanitarian and development settings, and in both rural and urban areas. To DCA and partners, job creation is not only about economic growth, but also about promoting decent livelihoods and employment opportunities. Key components across CPs are building technical and business skills and supporting small-scale farmers, women, and young people to organise, access services and engage in markets on fair terms. During 2022, the projects were successful across eight CPs, with a total of 82% among the individuals targeted experiencing an increase in income. Among these, 59% were women and 30% were young people between 15 and 24 years of age. Where little or no proven increase in income was observed, reasons mentioned included climate shocks and stresses, price increases and in some cases conflicts or even destruction or theft of equipment.

In 2022, DCA and partners continued to support a range of market and food systems interventions, working across the nexus to rebuild livelihoods for displacement and crisis-affected populations and to stimulate long-term economic resilience of communities. In 2022, 58% of the individuals supported for income generation and employment engaged in green economic activities which contributed to preserving or restoring the environment and mitigating or adapting to climate change effects.

DCA is also expanding its resilience activities into urban areas. In 2022, 31% of individuals supported for income generation and employment resided in urban settings and generated their income from non-agricultural economic activities such as petty trade, crafts and waste management. For example, in **Nepal**, DCA and partners built the economic and environmental resilience of households and communities by supporting producer groups to organise better for improved access to financial services, agroecology training,

agricultural input and market information. In several cases, projects also involved advocacy and sensitisation of communities on DRR and climate change.

Young people remained a specific target group for DCA. For example, in **Kenya**, several projects seek to enhance young people's employment and entrepreneurship through combining skills training (technical/vocational, ICT, life skills and financial literacy), internships and mentoring, and access to finance for starting a business when relevant.

KOI 2.6: % OF TARGETED INDIVIDUALS WITH INCREASED INCOME WHO HAVE DECISION-MAKING POWER ON HOW THE INCOME IS SPENT	100%
NUMBER OF PROJECTS REPORTING ON KOI 2.6	2
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 2.6	2
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 2.6	1,600

In 2022, DCA introduced a gender-disaggregated indicator looking at decision-making power over increased income. While only two CPs reported on this indicator, among the individuals probed, all reported to have had a say in the use of the increased income, either deciding by themselves or jointly with other household members. The reporting on this indicator is expected to improve in the coming years.

06.3.4: LTC 6: Government institutions, international and national organisations, private sector, research institutions and civil society contribute to the implementation of global, national, and local instruments that strengthen just climate and environmental policies, protect human rights, and promote responsible business conduct.

IA6: Advocacy on resilience, including business and human rights

KOI 2.7: NUMBER OF CHANGES IN POLICIES, LEGAL FRAMEWORKS, ACTIONS AND PRACTICES BY DUTY BEARERS, WHICH ARE ATTRIBUTABLE TO STRATEGIC ADVOCACY ENGAGEMENT BY DCA, PARTNERS AND ALLIANCES	64
NUMBER OF PROJECTS REPORTING ON KOI 2.7	7
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 2.7	4
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 2.7	8,800

In 2022, **Kenya, Nepal, Uganda, and Zimbabwe** reported 64 changes attributed to advocacy engagement of DCA and partners. Two of these happened at national level, 55 at

municipal level, and two at community level. In Zimbabwe, DCA and partners' continuous engagement led to increased responsiveness from duty bearers to address environmental issues related to mining activities and hold mining companies accountable for their commitments to the communities.

Furthermore, at international level, DCA continued its instrumental role in spearheading global climate discussions in cooperation with ACT Alliance and partners. Joint advocacy efforts throughout the year contributed to the COP27 outcome, where key decision makers agreed to address climate-related loss and damage. The DCA initiative 'Turning the Past into Action' was presented internationally at an event in cooperation with the UN Climate Champions.

06.3.5: Conclusion – Build Resilient Communities

Overall, DCA's resilience work yielded significant results in terms of enhancing decent livelihoods and income generation opportunities. Working across the humanitarian and development nexus, and in both rural and urban areas, this work successfully generated increases in income, with a strong emphasis on empowering women and young people. DCA and partners also worked on enhancing environmental and social elements of its programmes and projects to increase the overall sustainability of resilience interventions. For example, more than half the people supported through DCA's income generation projects were engaged in economic activities classified as green, and the work to reduce disaster risk, climate and environmental stressors and shocks was integrated in most resilience interventions in 2022. At the same time, DCA and partners successfully advocated for relevant changes at community, national and international levels and continued to play an instrumental role in spearheading global climate justice outcomes. DCA will continue working on strengthening local capacities and facilitating organisational learning to improve quality and scale of implementation on the ground. DCA will concurrently also continue engaging in multi-stakeholder partnerships and further linking its local and global advocacy efforts on climate, food systems, and responsible business conduct to generate impact not just at household and farm level but also more transformative and systems-level changes. Likewise, DCA will focus on advancing resilience work in fragile contexts and urban settings by connecting humanitarian assistance with longer-term resilience building interventions.

06.4: Fight Extreme Inequality

06.4.1: Introduction to Fight Extreme Inequality Global Goal

Out of the total number of people reached directly by DCA in 2022, 29% were reached through interventions under the Fight Extreme Inequality goal. Under this global goal, DCA supports partners in their work to promote human rights and democracy. This is done by enhancing democratic participation and human rights promotion, supporting a

strong and diverse civil society that represents marginalised, vulnerable and displaced people, and influencing duty bearers to fulfil the rights of these people and create safe civic space. DCA places a strong focus on enhancing the participation of rights-holders at multiple levels to influence change across the HDP nexus and DCA has also scaled up efforts to enhance the online protection of HRDs, especially women. This section reports on the results related to DCA's Fight Extreme Inequality goal under the three LTCs and related IAs. DCA GRF has six different KOIs linked to this goal, five of which were used in 2022 to structure the reporting.

06.4.2: **LTC 7: Marginalised and vulnerable individuals, households, and communities know, own, and claim their rights and the rights of others, and influence decisions to respond to their needs and protect their rights.**

IA7: Inclusive participation in decision-making

KOI 3.1: % OF TARGETED VULNERABLE AND MARGINALISED INDIVIDUALS WHO PARTICIPATE IN DECISION-MAKING PROCESSES	74%
NUMBER OF PROJECTS REPORTING ON KOI 3.1	12
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 3.1	4
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 3.1	65,800

Approximately 74% of DCA and partner project participants in **Bangladesh, Nepal, Uganda, and Zimbabwe** reported that they participated in decision-making processes. Around 71% of these were women, whereas 21% were young people. The vast majority (72%) participated in local governance decision-making spaces. A self-perception survey showed that 71% of the participants perceived their participation as meaningful, since they were able to influence decisions and had their opinions heard. In **Nepal**, DCA actions supported the development of leadership and access to decision-making for women, Dalits, and other marginalised communities. In **Uganda**, DCA's partners supported women mentorship schemes at local council level, women caucuses, and strategising on promoting gender equality in district programmes. Young leaders were also supported in identifying advocacy issues and in engaging with parliamentary leaders to increase funding for young people's needs in the national budget. 2022 was the first year this KOI is applied, and more COs are expected to report on this in 2023, reflecting the many spaces facilitated by DCA that increase the participation of vulnerable and marginalised people, for example through sclr.

KOI 3.2: % OF TARGETED INDIVIDUALS WHO DEMONSTRATE POSITIVE BEHAVIOURS AS A RESULT OF INCREASED KNOWLEDGE AND RECOGNITION OF THE RIGHTS OF VULNERABLE AND MARGINALISED PEOPLE	47%
NUMBER OF PROJECTS REPORTING ON KOI 3.2	19
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 3.2	6
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 3.2	119,500

In 2022, reporting from 19 projects across six CPs revealed that 47% of the participants demonstrated positive behaviours rooted in the broader awareness of human rights as a result of increased knowledge and recognition of the rights of vulnerable and marginalised people. Only 8% of those were young people, which points to a need for DCA to increase a focus on young people under this indicator in 2023. Approximately 1,731 local, sub-national, and national actors have demonstrated changes in behaviour in 2022, from the perspective of the rights-holders. In **Zimbabwe**, DCA and partners contributed to increased awareness of constitutional rights. As a result, rights-holders increased their participation in decision-making processes by attending council meetings, budget reviews and consultations, which resulted in the local authority increasing transparency on key service delivery issues. About 76% of surveyed rights-holders reported that there was improved responsiveness and consultations by duty bearers on key community development issues. In **Nepal**, DCA partners supported 53 CSOs to develop and submit gender responsive community action plans (CAPs) to local governments; 69 CAPs were subsequently funded by the local governments to the value of approximately 582,000 DKK. Additionally, a total of 14 HRD networks were formed, representing vulnerable and marginalized groups. Awareness campaigns against gender and caste-based discrimination and violence carried out by these networks led to 12 local government entities providing more opportunities for marginalised groups and allocating budgets for community action plans and actions to reduce GBV.

06.4.3: **LTC 8: A diverse and strong civil society that represents marginalised, vulnerable, and displaced people and holds moral and legal duty bearers to account.**

IA8: Space for civil society

KOI 3.3: NUMBER OF REPORTED AND/OR DOCUMENTED HUMAN RIGHTS VIOLATIONS	25,863
NUMBER OF PROJECTS REPORTING ON KOI 3.3	16
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 3.3	5
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 3.3	841,600

DCA and its partners documented a total of 25,863 human rights violations (HRVs) in **Bangladesh, Cambodia, Nepal, Palestine, and Uganda**. These included cases of GBV, violations of land rights, civil and political rights, state repression and Dalit's rights as well as violations of International Humanitarian Law. DCA partners conducted further action through referring violations to relevant actors, or through supporting efforts towards a resolution. Of the documented violations, 11,718 were referred to other mechanisms for follow-up action, and 1,257 were resolved. In **Cambodia, Nepal, and Palestine**, cases of violations were publicised through media articles or through campaigns. Victims of GBV were referred to relevant case management services, while HRDs at risk were supported with protection mechanisms. DCA also supported the strengthening of a partner's platform on monitoring and documenting HRVs in **Nepal**. Several documented cases contributed to accountability-seeking mechanisms in the international human rights and rule of law agenda. In **Cambodia**, 2,388 violations of the Convention on the Elimination of All Forms of Discrimination Against Women and the International Covenant on Civil and Political Rights were recorded, and people with diverse sexual orientation, gender identity, expression and sex characteristics (SOGIESC) were supported in filing cases in relevant domestic or international mechanisms.

KOI 3.5: NUMBER OF ACTIONS UNDERTAKEN BY FORMAL OR INFORMAL CIVIL SOCIETY ORGANISATIONS, FAITH-BASED ACTORS OR SOCIAL MOVEMENTS THAT REPRESENT MARGINALISED AND VULNERABLE INDIVIDUALS AIMING TO HOLD DUTY BEARERS TO ACCOUNT	5,113
NUMBER OF PROJECTS REPORTING ON KOI 3.5	26
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 3.5	4
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 3.5	937,300

In **Cambodia, Uganda, and Zimbabwe**, 5,113 actions were undertaken by formal or informal CSOs, faith-based actors or social movements that represent marginalised and vulnerable individuals aiming to hold duty bearers to account. The actions included awareness raising, requests for improved service delivery and solidarity-building. In **Cambodia and Uganda**, DCA and partners implemented actions to raise awareness on GBV and express solidarity with survivors. For instance, in Uganda churches used the pulpit to create awareness on GBV. The faith spaces received 328 cases of GBV and violence against women and/or children and played a central role in linking victims to the different referral service points. In the same two CPs, actions were taken around the issue of land eviction. Furthermore, in Zimbabwe, DCA's partner supported the protection of HRDs and groups at risk by, for example, raising constitutional awareness for residents' associations. Moreover, 35 litigation cases were conducted, providing HRDs and communities that experience HRVs with a safety net. Out of those, 18 were successful.

06.4.4: **LTC 9: Government institutions, international organisations, private sector, and moral duty bearers protect civic space and safe digital participation and adhere to human rights.**

IA9: Advocacy on human rights

KOI 3.6: NUMBER OF CHANGES IN POLICIES, LEGAL FRAMEWORKS, ACTIONS AND PRACTICES BY DUTY BEARERS, WHICH ARE ATTRIBUTABLE TO STRATEGIC ADVOCACY ENGAGEMENT BY DCA, PARTNERS AND ALLIANCES	114
NUMBER OF PROJECTS REPORTING ON KOI 3.6	19
NUMBER OF COUNTRY PROGRAMMES REPORTING ON KOI 3.6	4
NUMBER OF PEOPLE REACHED DIRECTLY BY THE PROJECTS REPORTING ON KOI 3.6	69,288

DCA's advocacy work in **Cambodia, Nepal, Uganda, and Zimbabwe** covers a wide range of topics such as improvements of human rights legislation, response to climate change, access to natural resources, laws on improvement of government accountability and inclusion in decision-making of marginalised groups. This has contributed to 114 changes in policies, legal frameworks, and actions or practices by duty bearers: 12 of these changes took place at community level, 70 took place at municipal level, 29 among national level duty bearers and three at international level. As an example, the work of DCA partners in **Cambodia** resulted in 135 farmers receiving land compensation, 20 farmers having land conflicts resolved, and 303 farmers receiving a sub-decree from the government to establish a working group to resolve their land issues. Moreover, advocacy work was conducted to influence policies to ensure safeguards

for farmers' rights, land rights, and social protection and subsidies for seeds and productions. As a result, the government agreed on cash transfers to marginalised people of which 235 were poor people from the communities affected by land rights issues.

06.4.5: Conclusion – Fight Extreme Inequality

DCA's work on Fighting Extreme Inequality challenges and addresses underlying and structural drivers of inequality, discrimination and vulnerability while promoting democracy and human rights. In some countries, this work is significantly challenged by the shrinking civic space and democratic deficit, which constrains the opportunities to work with root causes and long-term changes. DCA is a strong actor when it comes to promoting the participation of and support to women and marginalised groups, such as Dalits. DCA is also performing well when it comes to documenting and addressing multiple types of HRVs and pushing for change in duty bearers' behaviour, and changes in policies, legal frameworks, actions and practices. However, DCA could further promote young peoples' leadership under this global goal, and this will be an area of increased effort in the coming years. DCA will also aim to further improve positive behavioural change attributable to increased knowledge of human rights, because currently slightly less than half of the targeted rights-holders demonstrate positive behavioural change. With DCA focusing on tech for human rights in its new Global Strategy 2023-2026, the emphasis in the coming years will be on documenting online HRVs and advocating for policy changes to address human rights issues in the online space.

06.5: Create Engagement

06.5.1: Introduction to Create Engagement Global Goal

As a Danish Non-Governmental Organisation (NGO) with an international presence, DCA builds on its 100 years of experience with engaging the public and its faith-based constituency in Denmark in support of the people in greatest need around the world. DCA works to engage individuals, partners, and stakeholders in Denmark by sharing values and taking meaningful action together. These engagement activities in Denmark link directly to supporting DCA's Save Lives, Build Resilient Communities and Fight Extreme Inequality global goals. This section reports on the results related to DCA's Create Engagement goal under the three LTCs and IAs related to this goal. DCA GRF has seven KOIs linked to this goal, six of which were used in 2022 to structure the reporting.

06.5.2: **LTC 10: Individuals, partners, and political stakeholders in Denmark act together with DCA and contribute donations, time, and voice in solidarity with the world's poorest and the realisation of DCA's international goals.**

IA10: Action through donations, time and voice

In 2022, DCA had a strong focus on engaging the broader Danish audience. As part of this, DCA continued monitoring and assessing its brand recognition with the aim of maintaining a position among the best known and rated international humanitarian NGOs in Denmark. This is measured across three dimensions: awareness, quality, and loyalty.

KOI 4.2: % AWARENESS (AIDED RECALL) OF DCA WITHIN THE SAMPLED POPULATION

77%

In 2022, 26% of the sampled population recognised DCA's logo and connected it to DCA's name unaided, while the same percentage recalled DCA unaided as a humanitarian organisation. Overall, 77% indicated knowledge of DCA when presented with a list of Danish NGOs. On perceived quality, 15% actively indicated trust in DCA's humanitarian and development work (intrinsic quality) and 21% indicated trust in the (extrinsic) quality of its activities and operations as an NGO in general.

KOI 4.4: NUMBER OF DIGITAL INTERACTIONS TO INSPIRE AND SHARE INITIATIVES IN SUPPORT OF THE WORLD'S POOREST

1.8 MILLION

DCA continuously focuses on having a strong voice in Denmark. Through inspiring content on both digital and social media platforms, DCA aimed to engage the public in sharing content and stories and acting as change agents amplifying DCA's voice. In 2022, DCA recorded 1.8 million interactions on the various social media platforms, an increase from 1.5 million interactions in 2021. Moreover, 530,000 people interacted with DCA's website in 2022, increasing from 300,000 in 2021.

2022 also marked the 100th anniversary of DCA which is the oldest humanitarian and development organisation with Danish origin/roots. The war in Ukraine inevitably impacted on the anniversary celebrations, but also was the main driver for fundraising totalling 196 million DKK in Denmark, of which 40 million DKK was raised for Ukraine. More than 200 anniversary events served as a reminder of the importance of humanitarian action and the fight for human rights and helped to raise awareness of DCA's work around the world. These events also resulted in new ideas and activities with both existing and new partners.

The anniversary celebrations in Denmark were held in

collaboration with the country's 10 dioceses holding jubilee services and receptions. These included national singing competitions, communal dining, political conferences at Christiansborg, lectures and talks at festivals, activities at the FDF National Camp (a nationwide young people's camp organised by the Danish Christian organisation FDF) and at the Scouts' National Camp, as well as a full jubilee programme at Heavenly Days festival (Himmelske Dage) and the Democratic Festival (Folkemødet).

The jubilee was also celebrated at the COs with events such as women's runs, tree planting, and receptions for employees, partners, donors, and governmental authorities, as well as a visit to **Cambodia** with DCA's patron, HRH Princess Marie of Denmark. More than 30,000 people actively participated in the anniversary celebrations, and more than 1 million Danes were exposed to these through the press, social media, and jubilee films.

KOI 4.3: NUMBER OF VOLUNTEERS IN MEANINGFUL ACTIONS IN SUPPORT OF THE WORLD'S POOREST	12,937
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DCA's Volunteers, who are an essential part of DCA's engagement activities in Denmark that support DCA's global work, also took active part in the anniversary in second-hand shops and as part of the Parish Collection. In 2022, DCA engaged 12,937 volunteers. To overcome the difficulty with recruiting and retaining volunteers following the COVID-19 pandemic, DCA established a forum across its volunteer groups and started communal dining activities to strengthen a sense of community and increase retention rates among its volunteers in 2022.

06.5.3: **LTC 11: Individuals and partners engage in sustainable consumption and global climate action together with DCA in Denmark.**

IA11: Sustainable consumption and global climate action

KOI 4.1: INCREASE OF DCA CONTRIBUTION TO BEHAVIOURAL CHANGE TOWARDS SUSTAINABLE CONSUMPTION VIA DCA'S WEFOOD AND SECOND-HAND SHOPS (INCREASE IN TURNOVER)	19%
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DCA maintained a strong focus on promoting sustainable consumption via its Wefood and second-hand shops which recorded a 19% increase in turnover in 2022 compared to 2021. The 100th anniversary also coincided with the 50th anniversary of DCA's second-hand shops. A total of 111 shops and many hardworking volunteers celebrated this anniversary with a focus on the many benefits of recycling, which resulted in a record turnover of 53 million DKK, a total of 817,256 sales/transactions and a basket size (i.e., average sales amount) of 66 DKK in 2022. The collection of items for sale is based on donations, and in 2022 DCA cooperated

with 31 public recycling stations in Denmark. 2022 also saw a publication of a book entitled 'A Life with Recycling and Chanterelles' written by Ruth Andersen, who founded the first shop in Aarhus in 1972 with her late husband, priest Herluf Andersen. Ruth Andersen's work and book were celebrated by a reception at DCA's Aarhus shop, where it all began, and where Ruth Andersen continues to be an active volunteer.

Fighting food insecurity and contributing to better and more sustainable food systems has been among DCA's main objectives for the last 100 years, and was more relevant than ever in 2022. Many inflation-affected people in Denmark visited DCA's Wefood shops to find affordable food. The increase in food prices was a great concern to Danish consumers in 2022, but also led more people to minimise their food waste. A survey by Epinion and DCA, published on the National Day of Food Waste in 2022, showed that seven out of 10 Danish consumers were concerned about inflation's impact on food supply. This led to occasional shortage of goods in the shops, but thanks to the hardworking volunteers and the many partners and suppliers, it also resulted in a record turnover of 10,4 million DKK, a total of 275,000 sales/transactions, and a basket size of DKK 38. All in all, Wefood costumers ended up buying 420 tons of surplus food in 2022 (compared to 416 tons in 2021) which could have ended up as waste. Wefood's biggest supplier of food, Salling Group, donated 154 tons out of the total 420 tons of surplus food. Two other strategic suppliers in 2022 were nemlig.com and Arla Foods, and other major suppliers included: Mikkeller, Bisca A/S, Nordthy A/S, Danone, Dr. Oetker, Nordic Food Partners A/S, and Frode Laursen.

06.5.4: **LTC 12: DCA engages with Danish stakeholders and partners to influence political decisions, priorities, and action in Denmark in support of its engagement work, a rules-based global order, the Sustainable Development Goals and the realisation of the Paris Agreement.**

IA12: Influence on political decisions and priorities in Denmark

KOI 4.5: NUMBER OF CHANGES IN POLICIES, LEGAL FRAMEWORKS, ACTIONS, AND PRACTICES BY DUTY BEARERS, WHICH ARE ATTRIBUTED TO STRATEGIC ADVOCACY ENGAGEMENT BY DCA, PARTNERS, AND ALLIANCES.	85
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Engagement by DCA and its partners and alliances with Danish decision-makers and opinion-makers resulted in more than 85 specific changes in policies, legal frameworks, actions, and practices during 2022. This included a strong DCA footprint on public and political conversations on the prioritisation of development aid, in the light of the influx of Ukrainian refugees to Denmark and resulting reallocations. To this end, DCA engaged proactively with a variety of

stakeholders to promote shared value-based agendas. This was done for example through joint positioning with, among others, the Danish Shipping Association on the protection of a rules-based global order and with the Danish Agriculture & Food Council on addressing the global food crisis.

<p>KOI 4.6: NUMBER OF STRATEGIC PRESS MENTIONS INITIATED BY DCA AND TOGETHER WITH PARTNERS AND OTHER STAKEHOLDERS ON DCA'S SELECTED ADVOCACY THEMES</p>	<p>3,209</p>
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The number of strategic press mentions in Danish media initiated by DCA and with partners and other stakeholders increased from 3,064 in 2021 to 3,209 in 2022. This is the result of DCA's strategic approach focusing on selected advocacy themes such as rules-based world order, gender equality, humanitarian response, climate change, food systems and food waste. Consequently, DCA had many press mentions on climate change, Ukraine, the 100th anniversary, the annual Parish Collection, second-hand retail, and Wefood activities.

DCA's General Secretary has been instrumental in setting the agenda in the ongoing political debates related to DCA's advocacy themes. She is the second most quoted

spokesperson in the press among Danish organisations, with 679 unique mentions, and is only outpaced by the Confederation of Danish Industry's spokesperson.

06.5.5: Conclusion – Create Engagement

2022 was a special year for engagement activities in Denmark owing to DCA's 100th anniversary, and the situation in Ukraine, both of which made the public eager to engage, resulting in a high fundraising result. The anniversary events held throughout 2022 helped to develop DCA's strong ties and relations to its constituency, key stakeholders, and partners in Denmark. These also served as a foundation for expanding engagement activities in the coming years of the MFA-DCA SPA and DCA's Global Strategy 2023-2026. DCA is well underway in many areas of engagement in terms of fundraising, volunteering, interaction and involvement through digital and social media, communication, press and stakeholder relations and its central work on the sustainability agenda. To this end, the 2022 activities have established a solid baseline for the coming period. ■



07. Achieving Change Through Cross-Cutting Commitments

07.1: Introduction

DCA applies three cross-cutting commitments to ensure sustainable and equitable outcomes: gender equality, young people’s engagement, and climate sustainability. The crosscutting commitments are closely interrelated, and DCA strives to ensure synergies and complementarity between them across programming and advocacy to contribute to lasting change and impacts that empower and protect the most marginalised and vulnerable people.

07.2: Gender Equality

DCA works with gender equality through mainstreaming and gender-focused actions. In 2022, DCA approved an ambitious gender equality policy which sets strategic priorities for the coming years with a focus on applying a gender transformative approach and promoting women’s economic participation and leadership in humanitarian and climate action.

% DCA PROJECTS THAT HAVE A PRIMARY OBJECTIVE TO ADDRESS GENDER INEQUALITY 30%

In 2022, 30% of all DCA projects had gender equality as a primary objective. In **Bangladesh, South Sudan, and Uganda**, DCA challenged gender norms and harmful practices by strengthening the capacity of men and women, faith-based actors and local leaders while contributing to women’s and girls’ empowerment. DCA enhanced women’s social and economic empowerment in **Ethiopia, Kenya, Mali, Nepal, and Palestine** through promoting women’s skills building, access to financial opportunities and markets, combined with GBV prevention.

% OF DCA PROJECTS WHICH ARE IN PARTNERSHIP OR COLLABORATION WITH WOMEN-LED OR WOMEN RIGHTS ORGANISATIONS 24%

DCA strategically enhanced women’s local leadership: in 2022, 24% of all DCA projects were implemented in partnership with WLOs/WROs. DCA further promoted these actors’ access to funding. Of all funds transferred to local partners, 22% went directly to WLOs/WROs representing 7% of DCA’s total expenditure in 2022.

% AWARENESS IN THE SAMPLED POPULATION OF DCA BEING AN ORGANISATION THAT SUPPORTS AND FACILITATES WOMEN EMPOWERMENT 25%

DCA has a strong focus on raising public awareness in **Denmark** of DCA’s support for women’s empowerment. In 2022, DCA measured a 25% awareness of this focus among the sampled population. For example, the ‘Give a Goat’ campaign focused on strong women in **Kenya and Nepal**, and the Parish Collection campaign focal point ‘Amazing Grace’ from Kenya demonstrated how women’s empowerment strengthens entire communities.

07.3: Engagement of Young People

DCA engages young people, both in Denmark and globally, through supporting them to be drivers of change, to influence decision-makers, engage in conflict resolution and peacebuilding, participate in formal and informal labour markets and drive the solutions to climate change.

% OF DCA PROJECTS THAT AIM AT YOUTH AS A PRIMARY TARGET	35%
% OF DCA PROJECTS WHICH ARE IN PARTNERSHIP OR COLLABORATION WITH YOUTH ORGANISATIONS	16%

In 2022, 35% of DCA projects had young people as a primary target group. About half of these projects were implemented in partnership with a young people-led organisation, constituting 16% of all DCA projects. In **CAR, Ethiopia, Palestine,** and **South Sudan,** DCA promoted young people's engagement in peacebuilding, advocacy, skills building and employment. In **Cambodia,** young people-led organisations facilitated awareness-raising about rights of people with diverse SOGIESC and young women. In **Zimbabwe,** DCA and partners promoted agroecology and beekeeping as employment opportunities for young people and engaged them in environmental protection.

NUMBER OF YOUNG PERSONS WHO ENGAGE THROUGH DCA PARTNERS IN DENMARK	1,231
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The DCA 'Go Global' programme in **Denmark** engaged students at Junior Folk High Schools in development work through joint activities with DCA partners in **Cambodia, Malawi, Nepal, Palestine,** and **Zambia.** The 'Go Global' programme was still affected by the COVID-19 pandemic in 2022, but DCA and DCA Youth (a DCA support organisation promoting engagement of young people in Denmark) managed to engage 1,231 young people in related activities. DCA also engaged a record high number of 17,624 young people in 2022 as part of its 100th anniversary through activities such as 'Communal Dining Against Food Waste', FDF National Camp, and the #TakePart campaign for young confirmands.

07.4: Climate and Environmental Sustainability

DCA and partners increasingly support communities to address climate change and environmental degradation. In 2022, 45% of all projects integrated climate and/or environmental action – an increase from 37% in 2021. Of these projects, 56% primarily aimed at building resilience and 30% focused on humanitarian action, illustrating how DCA is also advancing climate and environmental sustainability work in fragile contexts. For example, a workshop with **Iraq, Libya, Lebanon,** and **Palestine** COs facilitated regional dialogue and inspired action towards promoting the adoption of climate adaptation following land release and improving environmental risk management of DCA's mine action operations.

% DCA PROJECTS THAT INTEGRATE CLIMATE AND/OR ENVIRONMENTAL OBJECTIVES	45%
% OF DCA PROJECTS THAT IDENTIFY AND ADDRESS PROJECT-RELATED ENVIRONMENTAL AND SOCIAL RISKS AND IMPACTS	32%

More than 30% of all projects supported communities adapting to climate change, while 20% addressed mitigation, through the promotion of renewable energy or approaches that support carbon sequestration such as agroecology and sustainable forest management. In 2022, DCA built partnerships with private sector actors in **Kenya, Palestine,** and **Uganda** to strengthen resilience and environmental sustainability of value chains through the DGBP and worked at international level to promote private sector investments in adaptation.

% AWARENESS IN THE SAMPLED POPULATION OF DCA BEING AN ORGANISATION THAT TAKES STRONG ACTION ON SUSTAINABILITY AND CLIMATE	21%
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DCA continues to focus on positioning itself as a key partner for Danish stakeholders on sustainability and climate action. In 2022, DCA measured a 21% awareness among the sampled population of DCA as an organisation that takes strong action on sustainability and climate.

07.5: Conclusion

DCA is on track for achieving the indicators under its cross-cutting commitments to ensure a gender, climate, and young people-focused approach to its work and to promote partnerships with WLO/WROs and young people-led organisations. In many cases, DCA applies several crosscutting commitments in combination to ensure synergies and promote more sustainable and inclusive outcomes. Since 2022 was the transition year to the new Global Strategy 2023-2026, the 2022 results related to public awareness of DCA in the areas of its cross-cutting commitments will set the baseline for measuring progress in the coming years. The achievements this year are satisfactory considering that DCA has strengthened its focus on increasing public awareness about its work in its new Global Strategy. To this end, DCA will continue to make targeted efforts to increase awareness among the Danish public of DCA as an organisation that prioritises women's rights and environmental sustainability. Overall, the increased emphasis on documenting DCA's progress with respect to its cross-cutting commitments has contributed to strengthening DCA and partners' ambition levels in these areas. Going forward, DCA will aim to further enhance the synergies between gender equality, young people's engagement, and climate and environmental sustainability by improving understanding of and leveraging the interrelations between these areas on the ground. ■



[Nepal / Bax Lindhardt]

08. Fit for Purpose

08.1: Introduction

To maximise its positive impact across different areas of work, DCA needs to stay relevant and effective over the long-term. Responding to evolving needs and changes in the operating environment requires an organisation that is fit for purpose. This chapter presents the progress made towards meeting DCA's organisational commitments for continuing to be fit for purpose as outlined in its Global Strategy and GRF. Considering that 2022 was a year of transition between the previous and the new DCA strategy, the chapter reflects on the commitments where baselines are available.

08.2: Organisation and Structure

In 2022, steps were taken at the General Secretariat to strengthen DCA's Press and Political Communication Unit and establish the new Politics and Stakeholder Management Unit. DCA also enhanced its presence in Washington DC through a dedicated liaison person. Likewise, DCA's operational presence was expanded through the establishment of a new CO in Ukraine. Other departments in DCA Headquarters (HQ) also underwent a process of adjusting responsibilities and workflows related to institutional fundraising and donor liaison. A decision was also made to establish an Internal Audit function in 2023 with direct reference to DCA Board.

08.3: Competences and Capacity

In 2022, DCA continued its Global Leadership Diploma (GLD) for Country Directors and HQ middle managers and initiated a new Global Leadership Training (GLT) for CO senior managers and HQ team leaders. The GLD and GLT are tools through which DCA globally aims at nurturing relational, inclusive, and trust-based leadership. In this way, the GLT is firmly rooted in DCA's four organisational values that aim to ensure that DCA's priorities and decisions as well as daily actions and behaviour of both its management and staff are always compassionate, proactive, responsible and respectful. The first group of HQ Team Leaders and CO Senior Management Team members participated in the first GLT module between September and December 2022, and a second group will take the GLT between February and June 2023. The GLD and GLT are at the centre of DCA's efforts to strengthen its leadership and organisational culture, which over time is expected to impact on overall employee satisfaction. In 2022, DCA globally rolled out dialogue on diversity, inclusion and belonging, supported by an e-learning module for managers. Furthermore, considerable time was invested in rolling out a new handbook for international employees. While the next Employee Satisfaction Survey is planned for 2024, DCA's Human Resources Department continues to support managers at all levels in their efforts

to maintain continuous focus on employee satisfaction and belonging. In 2022, DCA also started extracting data on staff retention in order to gain a better understanding of how a higher retention rate could be achieved. The global retention overview is expected to be ready in 2024.

08.4: Risk Management

In 2022, DCA updated its Risk Management Policy to improve its ability to address the various programmatic, financial, and contextual risks that are inherent to the environment in which the organisation works. The goal of DCA's new Risk Management Policy is to strengthen the link between the organisational capacity to identify and handle risks with the capacity to achieve the organisational objectives. The Policy also aims to streamline the language and processes that are used in DCA's various risk management systems, especially those related to data protection, safety and security, and the impact of projects and programmes on the environment. Data to measure risk management progress is expected in the 4th quarter of 2023.

08.5: Quality Management and Accountability

DCA continued to monitor how DCA responds to recommendations from audits and organisational reviews through a tracking tool. The aim is to ensure that senior and middle management review outstanding recommendations on a bi-annual basis. In 2022, attention turned to Danida's Performance Audit focusing on mandatory project documentation, and to the maintenance audit of the Core Humanitarian Standard which was addressing observations from the previous audit. Follow-up meetings on DCA's accountability framework were held between HQ and COs and discussions on how to strengthen COs' accountability improvement plans and complaints systems took place.

08.6: Procurement

Procurement is a vital support function ensuring that DCA can deliver relevant assistance globally in a timely manner. At the same time, procurement knowledge and competences go hand in hand with ensuring efficiency, transparency, value for money, and compliance. Capacity strengthening of DCA staff and partners is thus central to this function. Figure 8.1 shows activities during each of the past four years, where a total of 291 partners participated in physical workshops and DCA's procurement e-training recorded 1,274 completions among its partner staff, which amounts to 69% of the total completions. The number of completions for the procurement e-training among the DCA staff was 563 times.

FIGURE 8.1: PROCUREMENT, TRAINING, PARTNER VISITS, AND PROCUREMENT PLANS.
 SOURCE: ANNUAL REPORT, FINANCE AND PROCUREMENT SECTION 2, 2019 - 2022, AND FABO/E-LEARNING OVERVIEW

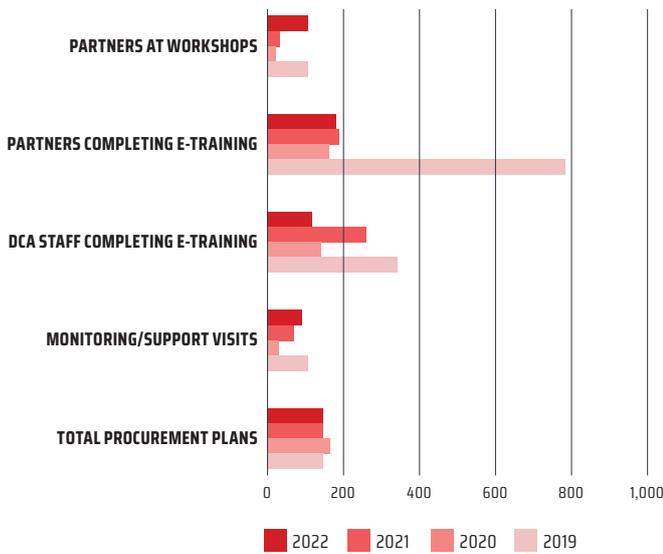
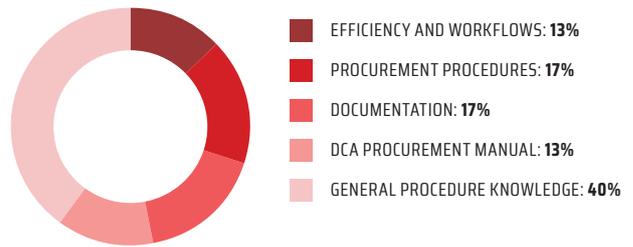


FIGURE 8.2: REPORTED CONTRIBUTIONS TO IMPROVEMENTS PROCUREMENT TO E-TRAININGS.

SOURCE: ANNUAL REPORT, FINANCE AND PROCUREMENT SECTION 2, 2019 - 2022, AND FABO/E-LEARNING OVERVIEW



Evaluation data for the past four year shows that 90% of participants found that their procurement knowledge improved and they felt better equipped to factor procurement into their daily work after completing procurement e-training. In 2022, 16 COs reported that DCA staff have benefited from procurement e-training and 15 COs reported that partners also benefited. The main areas of improvements reported are shown in Figure 8.2. Some COs reported that e-training enabled them and their partners to access procurement information and knowledge in different ways, but also found that e-training cannot stand alone and must be combined with physical workshops and ad hoc personal support and advice. Language barriers were the main reason given by those COs that reported that the procurement did not have an effect.

08.7: Financial Sustainability

To sustain growth in turnover and long-term development, DCA has set strategic financial goals on surplus, equity, solidity, and liquidity. In 2022, the yearly surplus was two million DKK, which is below the long-term target of five million DKK. In 2021, the yearly surplus was 15 million DKK. The difference is mainly due to the unrealised loss in market value of DCA's tradable financial assets amounting to 13 million DKK.

The equity ratio in relation to the turnover was 15.5% in 2022. This is a decrease compared to 2021, where the ratio was 16.4%, but above the target of 12%. The decrease is the consequence of equity not having grown as much as the turnover. The solidity ratio was 20.2% in 2022. In 2021, the solidity ratio was 22.9%. The decrease is due to a higher growth of the total assets compared to growth of the equity.

The growth of the total assets was driven by the growth of liquid assets of 51% to an amount of 245 million DKK. The liquidity ratio was 124.0% in 2022. In 2021, the liquidity ratio was 128.4%. The decrease is due to a higher growth of the current liability compared to the current assets, driven by an increase of 21% in unearned revenue. The long-term target is a liquidity ratio of minimum 130%. Overall, the financial sustainability of DCA is good and should be further consolidated in the year to come to support even further DCA's growth.

08.8: Innovation

DCA's long-term investment in mainstreaming innovation yielded notable results in 2022. The overall trend in DCA's innovation portfolio shows a clear increase in the number of projects testing and applying innovative solutions and technologies to amplify impact.

% OF DCA PROJECTS THAT INCLUDE INNOVATIVE SOLUTIONS THAT FOCUS ON TECH TO PROMOTE HUMAN RIGHTS AND DEMOCRACY **19%**

In 2022, 19% of all projects in DCA used new and emerging technologies to provide innovative solutions to challenges faced by civil society. In **Palestine**, partners tested Artificial Intelligence to collect evidence of hate speech, violence, and incitement on social media in Arabic and Hebrew for advocacy purposes. In **Nepal**, the SMART PALIKA App helped improve governance and transparency of local government by providing communication channels between citizens and local government. DCA continues to explore the use of new and emerging technologies for increasing impact of its programming.

**% OF DCA PROJECTS, PROCESSES AND INTERVENTIONS
THAT ARE TESTING AN INNOVATION OR TECHNOLOGY 32%**

Across 18 out of 20 DCA CPs and Denmark, 32% of projects, processes, and interventions in 2022 included innovative solutions. The DCA Innovation Fund supported 12 innovation initiatives with a financial investment of 6.6 million DKK. For example, **Syria** CP tested an interactive e-book titled 'Choose Your Own Adventure' as a new way of providing PSS in post-conflict situations to help reduce children's trauma and improve their mental health. DCA units in HQ actively supported CPs to test innovative business impact models and blended finance while engaging in innovative partnerships. A cross-cutting task force was set up to continuously support and drive business development and innovation in the work of the Engagement Department. An example of Danish partner-based innovation in 2022 was the 'Laboratorium' established together with Silkeborg Folk Highschool to pilot new forms of digital, game, and learning-based engagement. In 2022, a new innovative multi-stakeholder partnership with Salling Group, GSOL Energy, Ma'an Development Center, and Ethical Trade Denmark was established to promote sustainable development and responsible supply chains in the Palestinian date industry. Additionally, a global innovation learning site for all DCA staff was launched and a three-day innovation festival held to support learning across the organisation.

08.9: Learning

In 2022, DCA saw significant progress in its learning initiatives, marked by advances in staff training and the first steps taken towards developing a DCA Learning Framework. To this end, a survey on DCA staff experiences and perspectives regarding learning within the organization was conducted in late 2022, highlighting a supportive learning culture within DCA, with learning being integral to the work of staff. The survey also revealed the potential for facilitating knowledge sharing and learning between HQ units and CPs. Ensuring accessibility of relevant learning opportunities while also considering the different contexts in which DCA staff operates is the key consideration for DCA in this process. Therefore, several HQ units continued collaborating with the DCA Learning Lab in 2022 on updating learning resources on DCA's e-learning platform, fabo.org (one of the tools accessible through the Fabo Learning Community, a member-driven NGO community with a current global membership of 30 organisations). The platform includes eight

mandatory modules for all DCA employees, covering essential topics such as DCA's Code of Conduct and anti-corruption, while also introducing standards and requirements in the humanitarian sector. The update of these modules will be finalised in 2023, and the training will be rolled out globally. The Fabo Learning Community also provides access to a wealth of other relevant learning opportunities developed by several HQ units and CPs as well as by the other Fabo member organisations.

08.10: Environmental Sustainability

DCA works collaboratively to shape environmentally sustainable and climate resilient organisations. In 2022, DCA led the development of carbon footprint accounting guidelines for Danish civil society in collaboration with other Global Focus members, and spearheaded the development of a knowledge sharing platform for the ACT Alliance Climate Programme Community of Practice. DCA also expanded the scope of its carbon footprint reporting to include operations in **Cambodia, Denmark, Libya, Nepal, and South Sudan**, to guide the update of its climate policy, target-setting, and development of relevant action plans. To facilitate green procurement and logistic decisions, DCA's Logistics Manual was updated and the 'Go Green' online resource site, which includes a Green Product Catalogue and a Green Checklist, was developed and launched to DCA staff globally.

08.11: Conclusion

DCA has made progress in meeting its organisational commitments towards remaining fit for purpose. DCA's emphasis on strengthening organisational structures, risk management, quality management, procurement capacity, financial sustainability, and its commitment to continuous innovation is evident in the efforts made by the organisation in 2022. The investments made into starting relevant initiatives across these dimensions provide a solid basis for DCA to ensure that impactful, scalable innovations continue to be an integral part of its programming, and that it can support its partners in also continuing to be fit for purpose. Transfer of knowledge and capacity sharing are central elements of this effort and will continue to be a priority for DCA in 2023 and beyond. Overall, DCA's commitment to being fit for purpose ensures that the organisation remains relevant and effective, and maximises its positive impact in relation to its global goals. ■

09. ANNEX 1:

Abbreviations

ACT	Action by Churches Together
C4C	Charter for Change
CA	Cooperation Agreement
CAP	Community Action Plan
CAR	Central African Republic
CO	Country Office
CP	Country Programme
CSO	Civil Society Organisation
CSI	Coping Strategy Index
CVA	Cash and Voucher Assistance
Danida	Danish International Development Assistance
DCA	DanChurchAid
DGBP	Danida Green Business Partnerships
DKK	Danish Kroner
DRC	Democratic Republic of Congo
DRL	US Department of State, Bureau of Democracy, Human Rights, and Labor
DRR	Disaster Risk Reduction
ECHO	European Civil Protection and Humanitarian Aid Operations
EORE	Explosive Ordnance Risk Education
ERW	Explosive Remnants of War
EU	European Union
EU INTPA	EU Directorate-General for International Partnerships
FBO	Faith-Based Organisation
FCDO	Foreign, Commonwealth and Development Office of the United Kingdom
FCS	Food Consumption Score
GB	Grand Bargain
GBV	Gender-Based Violence
GCT	Group Cash Transfers
GLD	Global Leadership Diploma
GLT	Global Leadership Training
GRF	Global Results Framework
HDP	Humanitarian-Development-Peace
HQ	Headquarters / Head office
HRBA	Human Rights-Based Approach
HRD	Human Rights Defender
HRV	Human Rights Violation
IA	Intervention Area
ICT	Information and Communication Technology
IDP	Internally Displaced Person
KOI	Key Outcome Indicator
L2GP	Local to Global Protection
LTC	Long-term change
LWF	Lutheran World Foundation
MEAL	Monitoring, Evaluation, Accountability and Learning
MFA	Ministry of Foreign Affairs of Denmark

MPCA	Multipurpose Cash Assistance
NCA	Norwegian Church Aid
NGO	Non-Governmental Organisation
PA	Partnership Agreements
PANEL	Participation, Accountability, Non-Discrimination, Empowerment and Linking to Human Rights Law
PSS	Psychosocial Support
sclr	Survivor and Community-led Response
SDG	Sustainable Development Goal
SOGIESC	Sexual Orientation, Gender Identity, Expression, and Sex Characteristics
SPA	Strategic Partnership Agreement
UN	United Nations
US	United States
USAID	United States Aid for International Development
WHRD	Women Human Rights Defenders
WRO	Women's Rights Organisation
WLO	Women-led Organisation

10. ANNEX 2: Change stories from DCA country programmes

This annex presents examples of change stories from DCA CPs, which further illustrate the results of the work performed by DCA and its partners on the ground in 2022.

Save Lives:

Young leaders promote conflict prevention and social cohesion in CAR

In **CAR**, the project 'Disarmament of the Hearts' trained young people on conflict sensitivity, resulting in changes in behaviour and perceptions. One of the young leaders interviewed said: 'I was too violent, always ready to fight, but after the training I now know that one must first analyse the problem before reacting and dialogue remains the best way to fix the problems'. Another young leader said: 'I was against social cohesion with Muslims, after the Seleka killed my father and mother, but after the training I had with DCA, I accepted them and developed the culture of forgiveness'. The engagement of young leaders in conflict prevention has enhanced social cohesion and reduced violent conflict in the intervention areas.

Build Resilient Communities:

Enhancing local leadership in climate resilience and DRR in Nepal

In **Nepal**, DCA and partners supported the creation of municipal climate change and DRR learning centres and local green funds. To enhance government accountability, 87 CSOs with more than 5,000 members were empowered to participate in local level planning and advocate for the allocation of resources in local budgets for implementation of climate resilient agriculture and DRR practices. As a result, four municipalities prepared local disaster and climate resilience plans, created learning centres and allocated at least 5% of the municipal budget for climate and DRR action in local green funds. Moreover, the Nepal CP engaged in international advocacy at COP 27 where it presented a report about locally-led adaptation, in a panel with Nepali authorities and international stakeholders.

Fight Extreme Inequality:

Increased access to justice and protection of HRDs in Zimbabwe

In **Zimbabwe**, DCA's partner Zimbabwe Lawyers for Human Rights promoted access to justice through conducting constitutional awareness training for residents' associations as well as litigation to defend human rights defenders. The partner also conducted public interest litigation, strategic litigation and constitutional litigation. Of the 35 litigation cases, 18 were successful. Two of the residents' associations, which had received training through the intervention, instituted lawsuits against their respective local authorities, one for poor service delivery (Harare) and one for poor administrative justice practices (Mutare).

Create Engagement:**Enhancing awareness on food waste and sustainable food systems**

Although food waste has been on the agenda for many years, it may be difficult for individuals to know how to contribute to fighting and minimising food waste. Therefore, DCA collaborated with folk high schools, boarding schools, churches, associations and private individuals to set up communal dining activities/events throughout the country during National Food Waste Week in **Denmark**. This served to enhance the Danish public's understanding of food supply and the importance of sustainable food systems in a global perspective. At the same time the events served as informal forums for exchanging ideas and experiences on how to minimise food waste in private households.

Cross-cutting Commitments:**Environmental protection through gender and youth responsive programming in Uganda**

DCA applies its cross-cutting commitments by ensuring synergies between them to the greatest extent possible. In **Uganda**, the use of energy-saving cooking technologies in refugee settlements has also reduced environmental degradation, conflict between refugees and host community over forest resources, and the risks of GBV for women and girls when travelling long distances for fuelwood collection. Furthermore, DCA in partnership with young people-led organisations has engaged young people in peer-to-peer dialogue on Sexual and Reproductive Health and Rights and in campaigning for environmental protection and climate change awareness. This led to young people playing a key role in advocacy towards local duty-bearers and taking the lead in natural resource management and tree-planting initiatives.

Fit for Purpose – Innovation:**Offering PSS to children and adults in Syria through digital tools**

Prolonged exposure to violence and trauma exacerbated by restricted access to education have left the children living in Northeast Syria in a state of isolation and traumatised. **Syria** CO developed two innovative digital tools aimed at offering PSS to children in post-conflict settings through an interactive 'Choose Your Own Adventure' e-book, enabling children to practice healthy coping strategies. In addition, two short videos covering psychosocial topics were also created for adults. Initial testing of the tools showed that the videos can have a positive impact on wellbeing and on longer-term behavioural change among children and caregivers.



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