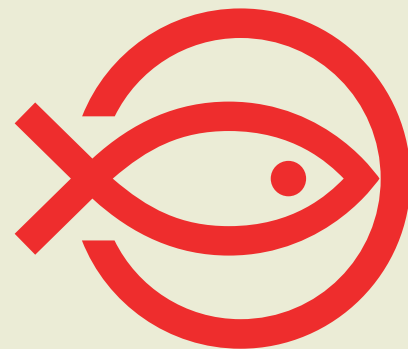


GLOBAL RESULTS REPORT 2024



DANCHURCH AID
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June 2024 / DanChurchAid: Meldahlsgade 3, 1613 Copenhagen V / **Secretary-General:** Jonas Nøddekær

Contact: phone +45 33 15 28 00 / mail@dca.dk / nødhjælp.dk / danchurchaid.org

Cover Photo: Boys playing football in Lushagala Extension IDP camp near Goma, Democratic Republic of Congo. Photo: Jesper Houborg.



01: Statement from the Secretary-General

The year 2024 marked my first year as Secretary-General of DanChurchAid (DCA). It has been an immense privilege to represent an organisation that operates at the community level in some of the most challenging places globally while being so locally anchored and widely supported in its home base, Denmark.

However, 2024 has witnessed human suffering on a scale that has not been seen in decades. The violence in the Democratic Republic of Congo, Palestine, Sudan, and Ukraine – to name just a few – continued unabated. Around the world, millions of people faced not only war and violence, but also the devastating impacts of climate change, economic instability, and political repression.

The global need for humanitarian assistance has never been greater. The difficulty of operating amid dwindling resources and widening inequalities between countries and regions that receive international attention and those that do not has also increased.

Nonetheless, thanks to the support of 76 institutional donors and generous donations from the public in Denmark, and thanks to the tireless dedication of our partners and colleagues, we delivered significant, tangible results drawing on an income of DKK 1 billion in 2024.

Reinforcing local resilience and ownership, for example, through scaling up cash transfers to mutual aid groups enabled us to respond quickly and effectively to humanitarian

crises. Additionally, DCA met a key Grand Bargain commitment of allocating 25% of our humanitarian funding directly to partners in the countries where DCA works.

We also continue to expand our engagement in multi-stakeholder partnerships, recognising that long-term changes in societies depend on the involvement of a wide range of partners. In 2024, 92 of our projects globally were carried out in collaboration with private-sector and market actors, for example to promote climate adaptation and advance greener, more inclusive economies.

As I write this in May 2025, the humanitarian and development sectors are witnessing an unprecedented decline in funding, driven by drastic cuts to relevant budgets by the United States as well as many European countries. In this context, development and humanitarian policy is increasingly shaped by security interests.

This new reality is forcing many organisations to find ways to adapt. In DCA we are already doing this by drawing on our strong foundation as a multi-mandated, human-rights-based, faith-based, and partnership-based organisation that continues to stand with people affected by crises, poverty, and inequality, while mobilising broad public support in Denmark, as this Global Results Report 2024 demonstrates.

Jonas Nøddekær
Secretary-General, DanChurchAid



Mine Field in Pajok, Eastern Equatoria, South Sudan, where the DCA Humanitarian Mine Action team found anti-tank and anti-personnel mines adjacent to a road going to Uganda. The deminer is marking off the found anti-personnel mine and preparing for demolition.
Photo: Rasmus Emil Gravesen.

02: Executive Summary

In 2024, the world continued to be disrupted by environmental stressors, economic and political instability, escalating conflicts, and shrinking civic rights. These and other interlinked factors fuelled protracted or created new humanitarian crises while adding to the complexity of global development challenges.

DCA's fundamental principles of being multi-mandated, human-rights-based, faith-based, and partnerships-based ensured the organisation's continued added value, adaptability, and relevance in this ever-changing and increasingly challenging operating environment. DCA

remained committed to localisation and local leadership, and, in 2024, it reached for the first time the Grand Bargain target of disbursing 25% of its humanitarian funding to local and national partners. At the same time, DCA's Partner Satisfaction Survey recorded an overall 90% satisfaction score across all measured components among its partners in the countries where DCA works.

The strong commitment from the public in Denmark and support from 76 different institutional donors allowed DCA to reach an income of DKK 1 billion in 2024. Drawing on these funds, DCA implemented 323 projects across

19 Country Programmes together with its 210 partners. Consequently, four million people were reached directly and 10.6 million indirectly across different contexts, whether they were impacted by conflict, climate shocks and disasters, displacement, or fragility. Across these contexts, DCA focused on strengthening the coherence between humanitarian, development, peace, and climate action – a nexus approach – and adopting a rights-based approach to programming to generate effective and sustainable outcomes for the people it works with.

In 2024, 48% of all DCA's projects globally adopted a nexus approach, while 92% of projects integrated a human rights-based approach. DCA also increasingly engaged in multi-stakeholder partnerships: with 92 projects globally engaging private-sector and market-systems actors, and 33% of all projects involving faith actors. In Denmark, DCA had formal agreements with 18 different partners. Collaborating with diverse actors continued to be paramount for DCA's ability to make a difference while working towards its four global goals: Save Lives, Build Resilient Communities, Fight Extreme Inequality, and Create Engagement.

Activities under the Saves Lives goal accounted for 75% of the people DCA directly reached in 2024. Cash distribution continued to be an important modality for delivering greater choice, empowering affected people, and strengthening local markets. At the same time, DCA enhanced its commitment to mainstream protection, with 70 projects adopting intentional measures to do so. In humanitarian mine action, DCA strengthened its survey and clearance capacities, but the overall number of people assisted from such activities dropped in 2024 due to active conflict. Where possible, however, DCA combined humanitarian mine action with humanitarian and development interventions, including livelihood support.

Under the Build Resilient Communities goal, DCA supported locally led and inclusive approaches to empower individuals and communities not only to cope but to build long-term resilience and promote transformational change in food and market systems. In 2024, 15 DCA Country Programmes across humanitarian and development contexts integrated initiatives to enhance the uptake of agroecology to support sustainable food production, income generation, natural resource management, and climate-change adaptation. DCA also built its organisational capacity in market systems development and women's economic empowerment. Additionally, DCA remained a vocal advocate for scaling up finance for climate adaptation and addressing losses and damages, responsible business conduct, and the transition to more resilient, sustainable, and just food and market systems.

Under the Fight Extreme Inequality goal, empowering marginalised individuals and strengthening democracy, civil

society, and human rights defenders remained an important focus of DCA's work, amid the continuous erosion of democracy, civic space, and human rights around the world. Of the individuals reached through DCA projects in 2024, 78% reported that they participated in decision-making processes as a result of these interventions, while 88% demonstrated positive behaviours following increased knowledge and recognition of rights. These results show that despite an overall shrinking civic space, DCA and partners succeeded in expanding spaces of influence for the people they work with at local decision-making levels. They also reflect the impact of increased capacity-sharing activities with rights-holders through collaboration with partners at the community and grassroots levels. However, the growing dominance of anti-rights narratives around the world and restrictions to civil society continue to pose serious risks. DCA will need to consider how to promote innovative and flexible models that allow for sustainable support to civil-society partners most affected by repressive regimes.

The goal to Create Engagement among individuals, partners, and stakeholders in Denmark has been a cornerstone of DCA's work to strengthen public support and secure diverse funding for other three global goals. In 2024, DCA deepened its public engagement in Denmark through strategic campaigns and partnerships. The engagement focused, among other things, on channelling public and policymakers' attention to 'forgotten' crises – crises that had fallen out of international media and donor agendas – and on mobilising multi-stakeholder support for DCA's work on women's economic empowerment. Consequently, DCA saw 14,390 volunteers supporting DCA's work in Denmark, the highest number recorded since 2021. The public in Denmark contributed DKK 186 million towards DCA's international work, and public interactions on the organisation's social media and digital channels increased. With the appointment of a new Secretary General in 2024, DCA also shifted its strategic priorities in press and communication, adopting a more proactive approach to set the political agenda and participate in discussions on global development and humanitarian crises, both in Denmark and internationally.

Throughout 2024, DCA also continued to work on its commitments to remain a relevant and fit-for-purpose organisation. The Employee Satisfaction Survey 2024 showed high employee motivation and enthusiasm working for DCA. However, the survey recorded employees' workload-related and emotional stress. Addressing these will remain a priority for DCA. The year 2024 was challenging for DCA to meet its strategic financial targets. Despite the difficulties, however, DCA continues to have a solid financial basis and is committed to improving its financial performance indicators so that it may maintain financial robustness in an increasingly challenging environment. ■

Since the onset of the war in Gaza, Palestine, DCA and Norwegian Church Aid (NCA) has been delivering life-saving assistance across multiple sectors together with partners and volunteer groups on ground. This included provision of comprehensive water, sanitation and hygiene (WASH) services, through disinfection of shelters, light repairs of relevant facilities, water trucking, and installation of water storage tanks. Photo: DCA/NCA Joint Palestine Office.



03. Introduction

03.1: Contextual Changes

The year 2024 was wrought by a confluence of environmental stressors, economic and political instability, escalating conflicts, and diminishing civic freedoms – all of which profoundly influenced the operational context for humanitarian and development organisations, including DCA. This section reflects on some of the key trends and developments that have set the parameters for DCA's work in 2024.

Environmentally, 2024 was the hottest year on record and saw further intensification of weather-related disasters around the globe. Nepal experienced the most devastating monsoon season in 15 years, with extreme rainfall, floods, and landslides causing hundreds of deaths and widespread displacement. Similarly, the 2024 rainy season was particularly devastating in Mali, causing loss of life and destroying and damaging infrastructure and farmland across the country. The 2024 El Niño event caused drought conditions across southern Africa, adversely disrupting the spatial and temporal distribution of rainfall. Zimbabwe, for example, experienced severe drought, leading to crop failures

and critical food insecurity, with approximately 31% of the rural population facing insufficient food consumption and 74% adopting emergency coping strategies as of November 2024 according to the **World Food Programme (WFP)**.

The year also witnessed a surge in violent conflicts around the world, leading to loss of lives, injuries, and destruction of infrastructure and generating immense human suffering and needs. **Armed Conflict Location and Event Data's Conflict Index released in December 2024** identified 50 countries as being in extreme, high, or turbulent levels of conflict. Palestine topped this list as the most dangerous and violent place in the world, due to Israeli attacks on Gaza as well as increasing settler violence in the West Bank. It saw 81% of its population exposed to conflict, with 35,000 fatalities recorded in 2024 alone. Lebanon, which ranked number seven in the Conflict Index, faced significant socio-economic, political, and environmental consequences of the escalation of conflict between the Lebanon-based armed group Hezbollah and Israel. As of November 2024, **UN Office for Coordination of Humanitarian Affairs (UNOCHA)** reported that this conflict killed 3,700, injured 15,700, and led to the displacement of 1.3

million people, including 880,000 internally displaced persons (IDPs) within Lebanon. In the Conflict Index, Lebanon was followed by Sudan, which has been engulfed in severe conflict between the Sudanese Armed Forces and the paramilitary Rapid Support Forces since April 2023. In 2024, the country saw the already dire humanitarian situation evolve into the world's largest displacement, hunger, and protection crisis, with **UNOCHA** reporting 11 million IDPs and close to 26 million people suffering from acute food insecurity as of September 2024, while more than 12 million people or 25% of Sudanese population being at risk of gender-based violence (GBV).

The increasing use of explosive weapons in today's conflicts continued to pose grave risks to the civilian population. The **UN Secretary-General's Report on the protection of civilians in armed conflict submitted to the UN Security Council in 2024** noted that when explosive weapons were used in populated areas, 90% of those killed and injured were civilians. Furthermore, explosive remnants of war (ERW) continued to endanger the safety and well-being of conflict-affected communities. According to **Landmine Monitor 2024**, civilians made up 84% of all recorded casualties of landmines and ERW, with children accounting for 37% of civilian casualties.

Despite the disregard of international human rights and humanitarian law by parties to conflicts in countries such as Democratic Republic of the Congo (DR Congo), Syria, and Ukraine, perpetrators often faced no accountability. Besides undermining the rule of law, this helped perpetuate cycles of violence, resulting in more tragedies for people and communities.

Across all contexts in which DCA operated, civilians – particularly women and children – continued to be disproportionately affected by crises. Beyond loss of life and destruction, these civilians' everyday lived experiences included displacement, starvation, disease, missed educational opportunities, shattered livelihoods, and trauma. In Syria and Ukraine, while traditional gender norms continue to prevail, years of conflict have meant that recruitment, death, or disability of male household members forced many women to take on both caregiver and breadwinner roles, resulting in increased burdens of responsibilities and psychological stress. In the DR Congo, protracted conflict and intra-communal violence led to further escalation of GBV, increasing the need for targeted interventions to support survivors.

Meanwhile, international responses to conflicts and associated humanitarian crises remained hampered by geopolitical tensions and divergent national interests that impeded any form of cohesive action. In Syria, the complex interplay of various foreign interests and internal conflict dynamics posed challenges to humanitarian access and delivery of assistance throughout 2024. These dynamics continue to cast shadows on prospects for peace and stability following the fall of the Assad regime in December 2024. Iraq also continued to be severely affected by geopolitical developments, with several large-scale aerial attacks on Israel launched by Iran and pro-Iranian militias based in Iraq undercutting the country's security environment. Likewise, the security context in Libya remained uncertain due to the presence of militias, foreign fighting groups, and remnants of Islamic State, all of which continued to constrain the operating environment for humanitarian actors.

The trend of shrinking civic space with more and more governments imposing restrictions and oversight on civil society organisations (CSOs) also required programmatic and operational adjustments. In Uganda, application of restrictive laws, such as the Public Order Management Act and the Anti-Money Laundering Act, coupled with changes in the donor landscape, resulted in the substantial reduction in the number of registered non-governmental organisations (NGOs). In Cambodia, besides the restrictive legal frameworks that continued to limit CSO's operational flexibility, restrictions on freedom of expression and the criminalisation of dissent have made it harder for CSOs to carry out advocacy and raise awareness about human rights. In Mali, 2024 was marked by increased scrutiny of NGO activities by military authorities through reporting requirements and new regulations, which added a new layer of complexity to the work of NGOs in the country.

The closing of civic space was also accompanied by significant curtailment of human rights and increasing threats and attacks on human rights defenders (HRDs). Women's and girls' rights are one area of human rights that came under mounting pressures across the world. According to the UN Women report '**Women's Rights in Review 30 Years After Beijing**', nearly a quarter of governments worldwide reported a backlash on women's rights in 2024. Among other things, this is manifested in increasing discrimination, weaker legal protections, and decreasing funding for programmes and institutions that support and protect women. The report also underlined how digital technology and artificial

intelligence contributed to spreading and entrenching harmful stereotypes, while the digital gender gap limited women's opportunities.

Humanitarian and development actors continued to navigate these and other trends amid reduced international cooperation, humanitarian, and climate budgets, while facing increasing demands as receivers of funds to demonstrate 'value for money'. More and more organisations have had to prioritise the most acute humanitarian needs over those affected by chronic but nonetheless pressing issues. At the same time, donor emphasis on efficiency and measurable outcomes have put especially smaller organisations, including informally organised groups and social movements, under strain to live up to rigorous reporting requirements. Moreover, the deteriorating security environment has heightened the risks for humanitarian workers, putting the organisations' duty of care obligations for their workers under increased scrutiny. All together, these have created a stark contrast between high-profile emergencies and neglected crises.

One ray of hope in this context was seen in the increasing recognition of community-led mutual aid initiatives. Whether in Mali, Palestine, Sudan, or Ukraine, grassroots organisations such as community volunteers, self-help groups, and neighbourhood associations quickly organised themselves and played pivotal roles in providing immediate relief and leading initiatives to restore the resilience of local communities. In forgotten crises and crises where humanitarian access was extremely restricted, mutual aid was often the only form of support available. However, while community-led initiatives attracted more international recognition in 2024, funding and support for mutual aid groups remained limited and slow to arrive. Whether the international community is prepared to meaningfully support and empower mutual aid groups is yet to be proven and remains an important area for action and advocacy

for organisations such as DCA that actively work with community-led responses.

03.2: **Structure of the Global Results Report**

DCA continued to implement its Global Strategy 2023-2026 'Hope and Action in an Age of Disruption' in 2024. The Strategy outlines specific intervention areas for DCA's work and expected long-term changes to be achieved in working towards DCA's four global goals: (1) Save Lives, (2) Build Resilient Communities, (3) Fight Extreme Inequality in countries where DCA implements humanitarian and development activities, and (4) Create Engagement through DCA's work among the public in Denmark. Progress is measured according to DCA's Global Results Framework, which specifies key outcome indicators for each intervention area, which in turn is linked to a long-term change. The Global Results Framework also sets indicators to gauge where DCA stands in terms of working according to its fundamental principles, cross-cutting commitments, and being an organisation fit for purpose.

This report presents the results of DCA's activities in 2024. In many cases, these results were achieved through DCA's close collaboration with its partners (see Section 5.5). Where relevant, DCA refers to specific partners in Denmark but refrains from naming partners in other countries of operation due to potential sensitivity. After outlining DCA's total income and expenditure for 2024 in Chapter 4, the subsequent Chapters 5, 6 and 7 report on the results of its Country Programmes to deliver assistance and contribute to systemic change according to its fundamental principles and the extent to which DCA integrates its cross-cutting commitments in its work. The final Chapter 8 reports on DCA's initiatives to ensure that it continues to be fit for purpose as an organisation that works across humanitarian and development settings. ■

04. Total Income and Expenditure

DCA maintained its financial robustness in 2024, and the annual accounts showed another year of increased income from both donations in Denmark and institutional donors. This provided a solid base for DCA to implement its Global Strategy and projects and programmes with partners and communities.

DCA's income in 2024 was 1,038.5 million Danish kroner (DKK), which was a slight increase of 0.1% compared to 2023. Table 4.1 presents an overview of DCA's income from 2022 to 2024. DCA experienced an increase in income raised in Denmark, both for unearmarked and earmarked fundraising. This indicates a continued strong commitment

from the public in Denmark to support DCA's global work. Funding from the Danish Ministry of Foreign Affairs (MFA) in 2024 increased 4% compared to 2023, and the Danish MFA remained DCA's largest donor. In addition to funding through the Strategic Partnership Agreement with the MFA, DCA also successfully applied for single grants and top-ups for humanitarian projects. Funding from the European Union (EU), United Nations (UN) and various donor institutions based in the United States (US) decreased in 2024 compared to 2023. In particular, funding from the EU decreased 22% and US funding decreased 13%. Meanwhile, funding from other international donors all together increased 19% from 2023 to 2024.

TABLE 4.1: OVERVIEW OF DCA'S INCOME BY SOURCE FROM 2022 TO 2024 IN MILLION DKK.
SOURCE: DCA ANNUAL REPORT, 2024.

INCOME BY SOURCE (MILLION DKK)	2022	2023	2024
DCA UNEARMARKED	140.5	159.0	161.2
DCA EARMARKED	48.0	51.3	53.5
DANISH MFA	272.5	267.5	279.8
EU	142.8	149.2	116.4
UN	87.9	99.7	95.4
US	141.6	147.8	128.5
OTHER INTERNATIONAL DONORS	140.8	151.6	187.0
OTHER INCOME AND FEES	7.5	11.3	16.7
TOTAL INCOME	981.6	1,037.4	1,038.5

In 2024, 76 donors supported DCA's work. Table 4.2 shows the distribution of income from the top five donors and funding raised in Denmark for DCA's projects and programmes towards three of DCA's global goals, namely, Saving Lives, Building Resilient Communities, and Fighting Extreme Inequality. The Danish MFA provided the highest amount to each of these goals. The most donor funds went to

support DCA's intervention areas under the Save Lives goal, reflecting the increased severity of humanitarian crises in the countries where DCA works. The distribution among the three global goals in 2024 was similar to the distribution in 2023, but with an increase in funding for the Save Lives and the Fight Extreme Inequality goals.

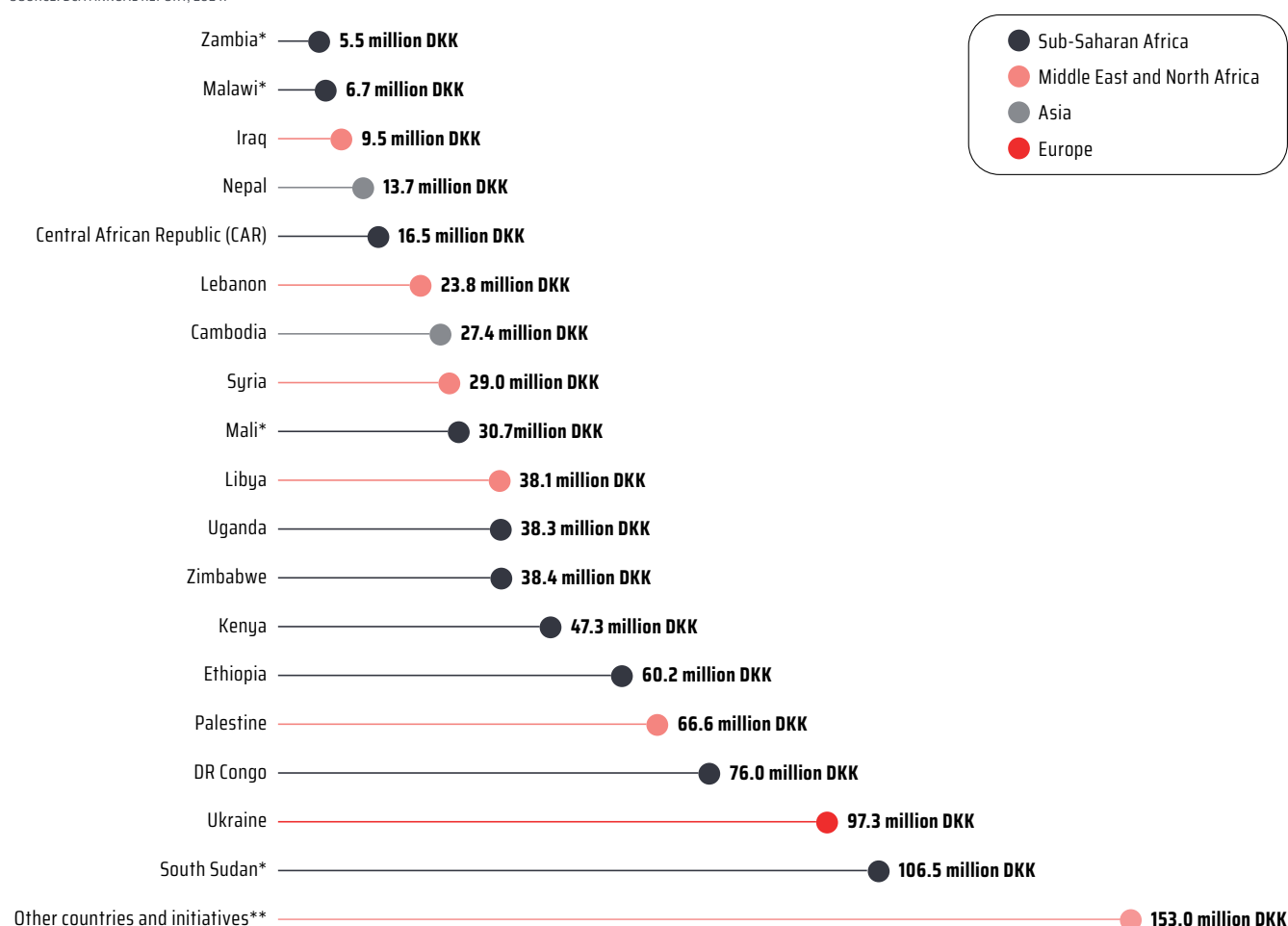
TABLE 4.2: INCOME FROM THE TOP-FIVE DONORS AND ALL OTHER DONORS SUPPORTING PROJECTS UNDER DCA'S THREE GLOBAL GOALS IN MILLION DKK.
NOTE: THE FUNDING FROM MFA EXCLUDES FUNDING FOR INFORMATION AND PUBLIC ENGAGEMENT ACTIVITIES. EU INTERNATIONAL PARTNERSHIPS (INTPA) INCLUDES MULTI-YEAR FUNDING RECEIVED THROUGH EUROPEAID INSTRUMENTS.
SOURCE: GLOBAL PARTNERSHIP AND RESOURCE MOBILISATION UNIT ACTUALS 2024 PROJECT TURNOVER DATA.

SAVE LIVES			BUILD RESILIENT COMMUNITIES			FIGHT EXTREME INEQUALITY		
	DKK MILLION	%		DKK MILLION	%		DKK MILLION	%
DANISH MFA	140.2	24.8	DANISH MFA	103.3	45.8	DANISH MFA	31.5	44.9
USAID	78.5	13.6	EU INTPA	26.6	11.8	EU INTPA	15.9	22.6
OCHA	61.9	10.8	FCDO	23.1	10.3	NCA	7.5	10.7
ECHO	47.1	8.2	SIDA	10.8	4.8	USAID	5.5	7.8
NCA	41.7	7.3	MUNI UNIVERSITY	4.3	1.9	UNOPS	3.3	4.7
OTHER DONORS	201.7	35.3	OTHER DONORS	57.1	25.4	OTHER DONORS	6.5	9.3
TOTAL	571.1	100.0	TOTAL	225.2	100.0	TOTAL	70.2	100.0

Figure 4.3 shows how DCA's 2024 income was spent across its 19 Country Programmes, interventions in other countries, and global activities. **South Sudan** (including **Sudan**) had the highest turnover (DKK 106.5 million), followed by **Ukraine** (DKK 97.3 million) and the **DR Congo** (DKK 76.0 million). A total of DKK 884.5 million was spent on development and humanitarian work – an increase of DKK 2.0 million from 2023. The increased funds spent underlines the importance

of DCA's work in a world where humanitarian crises are becoming more complex and protracted. With an expenditure of DKK 426.3 million (48% of total expenditures), sub-Saharan Africa remains DCA's largest geographical area of focus, followed by the Middle East and North Africa (MENA) with DKK 167.0 million (19%), and Asia with DKK 114.3 million (13%). The remaining 20% was spent on interventions in other countries and on other activities globally. ■

FIGURE 4.3: OVERVIEW OF TOTAL EXPENDITURE PER COUNTRY IN 2024 IN MILLION DKK.
SOURCE: DCA ANNUAL REPORT, 2024.



* Data for Mali also includes expenditure in Burkina-Faso through projects administered by Mali Country Programme, and data for South Sudan includes expenditures in Sudan. Malawi and Zambia are joint programmes led by Norwegian Church Aid; the figure shows funds received from DCA only.

** 'Other countries and initiatives' cover activities in other countries, including where DCA does not have a country office, as well as various global initiatives.

Six-year-old Bohdan and his mother, Angela, returned to Partyzanske village in Ukraine ten months ago after having fled to Poland. They came back to rebuild their lives despite painful memories of the time when Partyzanske was at the frontline. Angela explains: 'Last winter was incredibly hard. We lived under a tarpaulin roof with broken doors and windows. It was freezing inside, and we only had a small iron stove for warmth. Thankfully, things are better now'. Through their Ukrainian partner, DCA and Norwegian Church Aid has installed new windows and doors and repaired the roof of their house. This has enabled the family to stay warm during winter.

Photo: Rasmus Emile Gravesen.



05. Fundamental Principles

05.1: Introduction

DCA is multi-mandated, human-rights-based, faith-based and partnerships-based. These fundamental principles have ensured DCA's continued added value, adaptability, and relevance in an ever-changing and increasingly challenging global operating environment. Throughout 2024, DCA remained committed to localisation and local leadership, growing its base of local and national partners. It remained equally committed to generating effective, resilient, and sustainable outcomes for the people it works with across different contexts, whether they were impacted by conflict, climate shocks and disasters, displacement, or fragility. DCA's programming continued to be grounded on a nexus approach – a focus on strengthening the coherence and interlinkages between humanitarian, development, peace, and climate

action – as well as a human-right-based approach (HRBA), implemented in partnership with local actors including faith-based actors and organisations led by women and young people.

05.2: Multi-mandated – for Lasting Change

In 2024, 156 (48%) of DCA's 323 projects globally adopted a nexus approach across all Country Programmes, representing a steady increase from 41% of projects that had adopted this approach in 2023. Out of these 156 projects, 125 operated across a double nexus (i.e., humanitarian-development, humanitarian-peace, or development-peace), while 31 operated across the triple humanitarian-development-peace nexus. In some countries such as **Lebanon** and **Malawi**,

the slight decrease in triple-nexus projects was due to sudden and emerging crises that required more stand-alone humanitarian responses. In other cases, such as **Palestine**, the need for local peacebuilding grew during crises. DCA and its partners integrated various thematic expertise to concurrently address the humanitarian, development, and peacebuilding needs of local communities (see also Section 6.3.2), including considering the negative impact of climate change as a multiplier of vulnerability.

A multi-country project implemented in regions of **Ethiopia** and **South Sudan** – regions adversely affected by climate change – integrated strengthening of social cohesion between refugees, IDPs, and host communities, with improved food security, access to basic services, and increased livelihood capacities for self-reliance. In the border region of **Ethiopia, Kenya, and South Sudan**, DCA and partners began a new multi-country project aiming to prevent and mitigate conflicts, reduce and manage disaster risks, and build resilience within and across cross-border communities. In **Zimbabwe**, DCA and partners integrated human rights education with skills and knowledge sharing to resolve conflicts and foster social cohesion. Several DCA Country Programmes took holistic approaches in their humanitarian mine action programming. For instance, **Lebanon** combined mine clearance activities with innovative agroecological farming and livelihood practices.

The DCA nexus approach relies on coordinated and locally led solutions to address complex crises. Locally led interventions ensure that local actors lead in crisis response, long-term development, and peace efforts, as they remain in communities before, during, and after crises and can ensure a holistic response. In Gaza, **Palestine**, a project co-led with local partners adopted a ‘supporting-community-led-responses’ (sclr) approach. It strengthened social cohesion and real-time mitigation of community conflicts, while developing self-protection strategies of communities (see also Chapter 5 change story). In **Uganda**, refugee-led organisations successfully combined humanitarian aid with vocational training, allowing displaced populations to become self-reliant. Throughout 2024, DCA has also continued to support local-actor advocacy in representing the advantages of locally led approaches across the nexus (see also Section 6.2.4).

05.3: Human Rights Based – for Just Change

The human-rights-based approach (HRBA) is one of DCA’s fundamental principles. This is manifested through the integration of PANEL+ principles – Participation, Accountability, Non-Discrimination, Empowerment, Linking to Human Rights Law, plus gender equality – across all DCA projects and programmes. In 2024, **92%** of DCA’s projects integrated the PANEL principles (gender equality is reported

under Section 7.2 but is an integrated part of DCA’s HRBA). This is a significant increase from 75% in 2022 and 83% in 2023 and highlights DCA’s continued focus on integrating HRBA and PANEL principles in fragile contexts. For example, in **Ethiopia** and **Ukraine** 17 out of 18 projects and 22 out of 24 projects, respectively, integrated the PANEL principles.

Despite the satisfactory result on integrating PANEL in DCA partner projects, there was a decrease in DCA’s project portfolio for protecting human rights online and promoting digital literacy for democratic participation, from 27% in 2023 to 15% in 2024. This was primarily due to a reduction in such projects compared to previous years, combined with more detailed guidance on this indicator, which led to more accurate reporting in 2024. Nonetheless, DCA continued to promote non-discrimination and protect human rights and democracy online, contributing to a rules-based world order. Increases in related projects in 2024 were seen in **Cambodia, Ethiopia, and Kenya**, where protection of digital rights, support to human rights defenders, and rights-based advocacy were reinforced. In 2024, DCA also initiated a global evaluation to assess progress in applying a HRBA to all programmes. The evaluation will generate recommendations to integrate a HRBA in fragile settings.

DCA continued to promote awareness in Denmark about its human-rights-related work. In 2024, DCA improved parts of its Danish webpage, for example by publishing case stories from **Ukraine** that illustrated the scope of DCA’s human rights work. DCA also marked Human Rights Day by publishing content to create awareness of human rights. Overall, in 2024, 18% of the sampled population in Denmark considered DCA as an organisation with a strong focus on human rights, the same as in 2023.

05.4: Faith-based – for Systemic Change

DCA understands faith actors are essential for systemic, sustainable change. Influencing positive changes to legal frameworks, policy, and behaviour can only be achieved if they are rooted in people’s convictions, beliefs, and values. In 2024, 33% of DCA’s projects across 17 Country Programmes involved faith actors, compared to 32% across 16 Country Programmes in 2023. DCA engages faith actors across all of its intervention areas. For instance, in **Nepal**, DCA engaged with Buddhist, Christian, and Hindu faith leaders to address caste-based discrimination and harmful social norms. This initiative fostered inclusivity by emphasising that caste is a societal construct, not a religious decree. The faith actors jointly discussed teachings of their faiths and advocated for equality and inclusion in the communities, irrespective of caste.

A strategic focus for DCA is faith-actor engagement in conflict prevention and peace building (CPPB). In 2024, 34

projects across 10 Country Programmes engaged with faith actors in CPPB (see also Section 6.2.3), increasing from 26 projects in 10 Country Programmes in 2023. In **Mali**, DCA engaged Muslim village faith actors into establishing local peace structures that promote social cohesion, peaceful coexistence, and shared resources. Their involvement, including in the identifying of people to work with, adds legitimacy and community acceptance to this humanitarian intervention. In **Central African Republic (CAR)**, DCA commissioned the study 'Paths of Peace: Historical Heritage, Culture and Faith in the Central African Republic' on the role of cultural heritage and religion in building peace and addressing grievances (to be published in 2025). The study found that religious leaders play an important role in reconciliation and social cohesion and that they actively support women's and young people's inclusion and agency in peacebuilding efforts.

DCA seeks to foster strategic interactions – through mutual visits, events, and debates – among faith actors involved in activities in DCA countries of operation and those who are part of DCA's church constituency in Denmark, so they can strengthen each other in shaping and defending the values, practice, and advocacy of rights. For instance, DCA and a women-led, faith-based partner in **Kenya** brought representatives from a big movement of churches engaged in environmental protection in Kenya together with DCA's partner Green Church Denmark, consisting of more than 200 churches and institutions. For both parties, this mutual exchange contributed to their strategy developments.

05.5: Partnerships – for Global Change

05.5.1: DCA's approach to local leadership

DCA's Localisation Framework outlines a structured approach to advancing local leadership at both programmatic and policy levels. It establishes clear, concrete, and measurable actions aimed at fostering equitable partnerships and promoting locally led responses. Aligned with the commitments of the Charter for Change (C4C) and the Grand Bargain, the Framework seeks to transform power dynamics and strengthen collaboration with local and national organisations. Through this approach, DCA reaffirms its commitment to long-term, transformative change in humanitarian and development efforts. The Framework outlines four domains for change.

1. Financial resources and support: This includes transferring at least 25% of DCA's funding directly to local and national partners, investing in locally led funding mechanisms, providing quality, multi-year and unearmarked funding to local and national actors, and advocating for direct funding for localisation. In 2024, DCA reached its target of disbursing 25% of its humanitarian funding to local

and national actors and continued to promote locally led funding mechanisms such as sclr and group cash transfers (GCTs).

2. Equitable partnerships: DCA Country Programmes all reported on regular, consistent, and trustful partnerships with local and national partners throughout the project management cycle – from design through implementation to monitoring and evaluation – through continuous dialogue with partners.

3. Organisational support and capacity sharing: DCA continued to invest in multi-year institutional support and capacity sharing with its local and national partners, in line with their identified needs and plans. In turn, this strengthened DCA's capacities through the knowledge and expertise of its partners.

4. Locally led coordination, policy strengthening, and advocacy:

DCA continued to promote local actors and voices in its advocacy efforts, while supporting locally led coordination structures, including through support for local C4C chapters and advocacy working groups at the national level.

In 2024, DCA assessed the application of its Localisation Framework across all its Country Programmes. Building on this exercise, DCA will review and update its Localisation Framework in 2025 to ensure that it continues to be ambitious, actionable, and fit for the future. This review will be informed by a consultancy report exploring innovative funding mechanisms for local actors and by DCA's Global Partner Group, the advisory body to DCA's Board comprised of DCA partner representatives.

05.5.2: DCA's implementation modalities

As shown in Table 5.1, 48% (DKK 424.8 million) of DCA's total 2024 expenditure was on projects implemented by national and international partners in the Country Programmes. This is a decrease compared to 2023, when 51% (DKK 448.4 million) went to partner-implemented projects. Of the 48% partner-implemented expenditure in 2024, 64% (DKK 270.5 million) was disbursed to local and national partners, and 36% (DKK 154.3 million) to international partners in DCA Country Programmes. The remaining 52% (DKK 459.7 million) was spent on direct implementation by DCA – typically as part of DCA's humanitarian mine action and humanitarian response work – and co-implementation through multi-stakeholder consortia. This shows an increase for direct and co-implementation compared to approximately DKK 434.1 million in 2023.

Globally, the amount allocated for partner implementation decreased by DKK 23.6 million, mainly in **Cambodia**, **Iraq**, **Lebanon**, and **South Sudan**, whereas allocations to partners increased in **DR Congo**, **Ethiopia**, and **Palestine**.

One of the main factors for the decrease was waning donor interest, which led to general funding shifts away from some countries. It also meant funding was lacking to expand the portfolio of partner-implemented projects. In Iraq, however, this decrease was also due to ending of a three-year project that enabled DCA to focus on capacity sharing with a partner on mine clearance and resulted in DCA's partner becoming directly funded by the project donor. In **Palestine**, the increase was due to new funding sources becoming available in response to the crisis in Gaza.

Direct and co-implementation increased by DKK 25.6 million compared to 2023. The increase was notable in **DR Congo, Kenya, Lebanon, and Ukraine**, while the amount decreased in **CAR and Syria**. In **CAR**, a major project was supposed to start from January 2024 but was delayed due to cash-flow issues on the donor's side and only started in December 2024. **Syria** saw a 70% reduction in funding for directly implemented cash and food assistance from 2023 to 2024 due to significant funding cuts from a major donor and a reduction in allocations from other donors.

TABLE 5.1: TOTAL INTERNATIONAL PROGRAMME IN 2024 BY IMPLEMENTATION MODALITY.

NOTE: NUMBERS COVER INTERNATIONAL AND NATIONAL PARTNERS INVOLVED IN PROJECT IMPLEMENTATION AND EXCLUDE ADMINISTRATION COSTS. (ALL AMOUNTS IN MILLION DKK)

SOURCE: DCA ANNUAL REPORT, FINANCIAL STATEMENT 2024

	PARTNER IMPLEMENTED	DIRECTLY OR CO-IMPLEMENTED	GRAND TOTAL
DEVELOPMENT AID	127.0	154.7	281.7
HUMANITARIAN AID	297.8	305.0	602.8
GRAND TOTAL	424.8	459.7	884.5

05.5.3: DCA's partner portfolio and partnership agreements

In 2024, DCA had 210 local and international partners and a total of 355 Cooperation Agreements involving the transfer of funds or assets to partners. The total number of partners increased, from 198 partners in 2023, but the total number of Cooperation Agreements decreased, from 387 in 2023. This reduction in the total number of Cooperation Agreements can be attributed a combination of slightly larger grants transferred to partners and a decrease in the total amount transferred to partners, as discussed in Section 5.5.2.

Overall, 25% of all partners were women-led or women's rights organisations, while 11% were organisations led by young people, the same as in 2023. Half of the Cooperation Agreements (180) had durations exceeding 12 months, reflecting DCA's commitment to providing more consistent and long-term funding to partners.

Notably, DCA in **Kenya** expanded its partner base by adding six new partners. In contrast, **Lebanon** experienced a decline in Cooperation Agreements due to funding cuts and

unsuccessful funding applications but continued signing Partnership Agreements. Partnership Agreements are formal agreements outlining mutual strategic commitments. They demonstrate DCA's dedication to sustaining collaboration with partners even in the face of financial constraints. Across all countries, DCA signed 71 strategic Partnership Agreements in 2024, a 69% increase from 42 in 2023. This growth reflects DCA's stronger emphasis on longer-term partnerships based on shared values and visions.

05.5.4: DCA's commitment to Charter for Change and Grand Bargain

DCA continued to demonstrate consistent alignment with international localisation commitments. As shown in Table 5.2, in 2024, DCA finally met the Grand Bargain target of 25% of humanitarian funding being transferred to local and national partners. DCA reached this milestone for the first time since committing to the Grand Bargain in 2016. However, DCA's share of development funding being transferred to local and national partners decreased to 28% from 30%, which will be followed up on in 2025.

TABLE 5.2: AGGREGATED FIGURES FOR CHARTER FOR CHANGE REPORT: PERCENTAGE OF GLOBAL FUNDING ALLOCATION FOR 2024, 2023, 2022.

NOTE: THE NUMBERS ARE CALCULATED BASED ON TRANSFERS TO LOCAL AND NATIONAL PARTNERS ONLY, WHEREAS TABLE 5.1 REFERS TO TRANSFERS TO ALL DCA PARTNERS.

SOURCE: MACONOMY

	2022	2023	2024
THE PERCENTAGE OF HUMANITARIAN FUNDING TRANSFERRED TO LOCAL AND NATIONAL PARTNERS BASED ON DCA'S TOTAL EXPENDITURE	22%	24%	25%
THE PERCENTAGE OF DEVELOPMENT FUNDING TRANSFERRED TO LOCAL AND NATIONAL PARTNERS BASED ON DCA'S TOTAL EXPENDITURE	30%	30%	28%
THE PERCENTAGE OF HUMANITARIAN AND DEVELOPMENT FUNDING TRANSFERRED TO LOCAL AND NATIONAL PARTNERS BASED ON DCA'S TOTAL EXPENDITURE	25%	26%	26%

05.5.5: Organisational development and capacity sharing with partners

One of the key pathways in DCA's commitment to local leadership is resourcing multi-year institutional capacity sharing for its local and national civil-society partners. This is reflected in 75% of all partners (158 out of 210) reporting receiving multi-year capacity sharing, an increase from 67% in 2023. To ensure accountability to these commitments and to guide its approach to partnership-based work, DCA conducts an annual Partner Satisfaction Survey among its Global South partners, data for which is collected anonymously. In 2024, partners reported an overall satisfaction score of 90% across all measured components, up from 86% in 2023. Partners reported a 91% satisfaction score with DCA's capacity-sharing efforts across different domains (programme, climate and environment, finance, procurement and logistics, and organisational policies).

Capacity sharing took various forms. For example, in **Nepal**, DCA assisted a regional forum of social movements against the caste system to formulate a three-year South Asia regional advocacy strategy, with a focus on legal protection of activists and involvement of young people in collective advocacy. In **Uganda**, DCA supported local partners to prepare three-year plans to enhance their institutional capacities. The aim was for partners to use these plans to lobby for funds with potential donors, given that capacity needs are often greater than can be met with resources. In 2024, DCA also worked with partners on how DCA can assist them through inclusion of an unspecified administrative fee in their 2025 budgets. Discussions on cost-allocation policies addressed, among other things, whether a partner has the interest and capacity to handle such fees.

05.5.6: Initiatives supporting informal social movements and activists

In 2024, DCA ran 67 projects that supported social movements, compared to 70 projects in 2023. These included support for human rights defenders, labour activists, and ethnic minorities and people with diverse sexual orientation, gender identity, gender expression, and sex characteristics (SOGIESC). In **Nepal**, DCA collaborated with and supported DCA partners in celebrating Gaijatra, a pride movement that celebrated persons with diverse SOGIESC. Through this event, persons with diverse SOGIESC, CSOs, and duty bearers came together to highlight the role and the dignity of the LGBTQIA+ community. It fostered multi-stakeholder engagement and promoted solidarity for the rights of people with diverse SOGIESC. In **Lebanon**, DCA continued support for a social movement based in a Palestinian refugee camp that provided media skills training to women and empowering them to share their own narratives through powerful stories.

05.5.7: Multi-stakeholder partnerships with the private sector

In 2024, DCA had 92 projects across 19 Country Programmes

that engaged private-sector and market systems actors. DCA's work with such actors has been evolving and continues to focus on innovative partnerships, climate-adaptation needs, and collaboration on green market systems development. The partnerships support activities to encourage more just and localised growth and promote stronger programmatic impact, decent green jobs, and employment opportunities that reflect responsible business conduct standards and principles.

In **Kenya**, DCA implemented multi-stakeholder partnerships supporting more sustainable and responsible agricultural practices, innovative financial models, and access to energy-efficient cooling solutions, and activities to enhance livelihood development for young people through apprenticeship and micro-entrepreneurship. In **Palestine**, DCA engaged in a multi-stakeholder project that supported small-scale farmers with capacity sharing and mentorship, enabling them to enhance production and export dates to international markets in times of severe conflict (see Section 6.3 change story). In **South Sudan**, a circular-economy project model transformed plastic waste into income opportunities. In **Zambia**, sustainable agricultural practices were promoted by linking smallholder farmers to seed companies and agro-dealers, facilitating access to finance and inputs. **Zimbabwe's** Urban Resilience Building Project partnered with private-sector entities for livestock production, providing training and inputs to enhance the impact of the intervention. In **Ukraine**, DCA's partnership approach involved private-sector engagement to support local capacity sharing and resilience, including water, sanitation, and hygiene (WASH) interventions with mobile water purification units. DCA in **Uganda** partnered with private-sector actors to support young people, providing internships and employment opportunities, linking agroecology to market-based interventions, and developing a business model for regenerating degraded landscapes. In **Cambodia**, DCA established partnerships with key companies to support agriculture cooperatives, enhancing productivity and market standards.

05.5.8: Relationships with existing partners and church constituency in Denmark

In 2024, DCA had formal agreements with 18 different partners (including church-based partners) in Denmark, thus recording an increase from 14 in 2023. While each differed in scale, scope of activities, and target populations, the agreements were underpinned by a shared foundational principle: that local partnerships have the capacity to effect global change. A special emphasis was placed on facilitating face-to-face dialogue and mutual learning between Danish partners and DCA projects around the world. In 2024, seven Denmark-based partners joined workshops and cultural exchanges in Denmark with visiting DCA employees and partner representatives from **Cambodia, Nepal**, and **Palestine**, reaching a total of 570 participants. Through

interactive presentations and long-term cultural exchanges, interconnected topics such as climate change, food security, and human rights were dissected and discussed. Likewise, five of DCA's school partners visited local food-security projects in **Cambodia, Malawi, Nepal, and Zambia** (see also Section 7.3). The first-hand experiences that DCA school partners gained through these visits inspired their fundraising campaigns for local-partner projects in these countries and in **Palestine**.

As part of strengthening relationships between faith-based partners in Denmark and abroad, DCA started a climate-theological inspirational network between Green Church Denmark and faith-based partners in Kenya. The first event was a service in Swahili and Danish held at Haderslev Cathedral, which attracted more than 500 participants and was organised through cooperation between DCA, its church-based partner in **Kenya**, Haderslev Diocese, and the Council of International Relations of the Evangelical Church in Denmark.

05.6: Conclusion

DCA continued to make great strides realising its fundamental principles in 2024, and this Global Results Report 2024 shows that it continues to deliver high-quality projects and programming based on these core principles. With regards to promoting localisation and local leadership, DCA met for the first time the 25% target of humanitarian funding transferred

to local and national partners. Although the share of DCA's humanitarian funding transferred to local and national partners increased, the share of DCA's development funding to local and national actors decreased to 28% from 30% in 2023 – the first decrease in three years – as a consequence of changes in funding priorities among donors. This development will be closely monitored in 2025.


Of DCA's 210 partners in 2024, 25% were women-led or women's rights organisations, while 33% of DCA's and its partners' projects globally involved engagement with faith-based actors. Likewise, 48% of projects by DCA and its partners globally adopted a nexus approach – an increase from 41% in 2023. In the 2024 Partner Satisfaction Survey, DCA partners reported an overall satisfaction score of 90% across all measured components, up from 86% in 2023. DCA also implemented the PANEL principles in 92% of its own and its partners' projects globally and initiated a global HRBA evaluation of its programmes in 2024.

In 2025, DCA will continue to enhance its localisation and local leadership approaches, including hiring a consultant to analyse innovative funding mechanisms for local and national actors, which will also feed into the collective work of the Grand Bargain Community of Practice on Localisation. Meanwhile, DCA will use the findings from the global HRBA evaluation to further inform its operations in humanitarian-development-peace-nexus settings and fragile contexts. ■

Change story – Fundamental Principles

Early in the humanitarian crisis in Gaza, **Palestine**, DCA and its local partner established a Community-Led Initiatives Working Group, which brought together around 30 NGOs and UN agencies. This coalition was formed to promote community-led responses and adapt humanitarian responses to the challenging environment in Gaza. At the core of this initiative were local protection groups, which were deeply integrated within their communities. These groups identified vulnerable households, prioritised local risks, and managed cash grants to support urgent needs. Together with two national partners in Gaza, DCA supported 63 local community groups, providing them with needs-based capacity sharing and resources to implement their own crisis response. In 2024, 96 community volunteers were trained, 35 community cash grants were provided, and other groups received pre-identified supplies procured by local organisations. In total, more than 148,000 people in Gaza benefitted from community-led initiatives, which included direct food and water distribution, operation of community kitchens and local water wells, building of sewage networks in IDP camps, and provision of educational services and psychosocial support for vulnerable children. DCA and partners further strengthened such responses by collaborating closely with community emergency and protection committees. Together, these collaborative efforts not only addressed immediate needs but also laid the groundwork for long-term resilience, influencing broader humanitarian plans and ensuring that local capacities remain central in crisis response strategies (see also Section 6.2.3 for more on DCA work supporting community-led initiatives and mutual aid groups in different contexts).



A large, thick tree trunk with exposed roots dominates the left side of the frame. The ground is dry and dusty, with several chickens, including a large brown one and several smaller grey ones, pecking at the ground. In the background, there are more trees and a simple building.

On the outskirts of a small village in the Central African Republic, Clarisse tells her story. When she was 14 years old, she was assaulted by rebels, leaving her physically unwell and deeply affected. Fortunately, DCA was operating a project to assist gender-based violence (GBV) survivors in a nearby village, where she was able to access medical care and psycho-social support. After her recovery, she also received support to start income-generating activities. Today she is running a successful business, building her own house, and is about to complete a training to become a teacher. Photo: Alfred Lyster Thonke.

06. Programme Results

06.1: Introduction – Overview of DCA's Global Programmes

In 2024, DCA had 19 Country Programmes globally and directly reached four million people. Indirectly, DCA reached 10.9 million people, while an additional 6.6 million people were engaged via social media or other digital platforms by DCA's projects and programmes. Figure 6.1 shows the people directly reached by DCA's global goals: 75% were reached by activities under the Save Lives goal, 19% under

the Build Resilient Communities goal and 6% under the Fight Extreme Inequality goal. People indirectly reached by DCA's global goals are shown in Figure 6.2. It shows that the share of people indirectly reached by the activities under Fight Extreme Inequality goal was considerably higher (27%) when compared to the share of people directly reached under this goal, which is a result of DCA's and its partners advocacy work.

FIGURE 6.1: PEOPLE DIRECTLY REACHED, BY DCA GLOBAL GOAL
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS, 2024

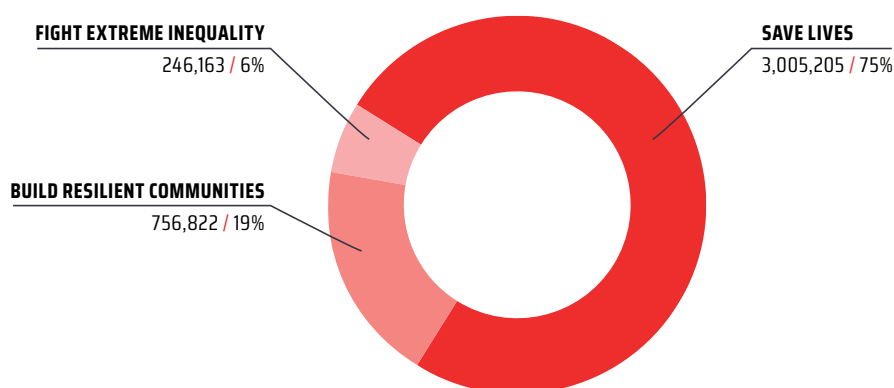
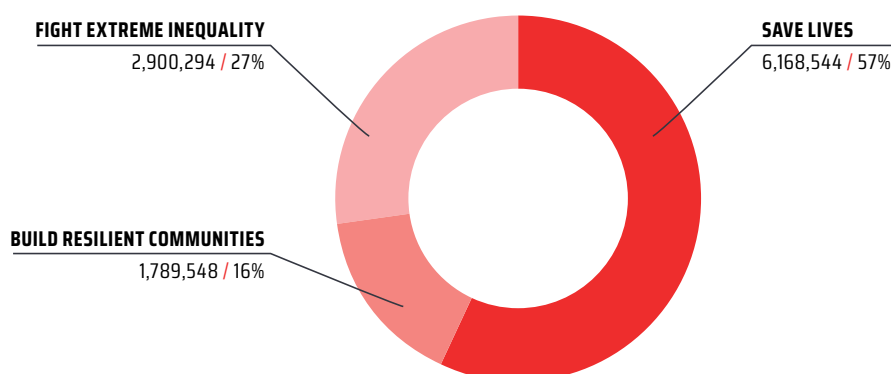


FIGURE 6.2: PEOPLE REACHED INDIRECTLY, BY DCA GLOBAL GOAL
SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS, 2024



The number of people directly reached by DCA decreased from five million in 2023 to four million in 2024. This reflects DCA standardising how it counts people reached directly and indirectly across countries and its decision to separate into a third category the people engaged via social media and other digital platforms.

In Denmark, 14,489 volunteers supported DCA in various activities such as the annual Parish Collection and the running of its second-hand shops and Wefood stores (see

also Section 6.5). This was an increase of more than 1,000 people over 2023. The number of interactions with people on DCA's website and social media platforms also increased, from 3 million in 2023 to 5.2 million in 2024.

DCA and Norwegian Church Aid continued implementing its joint Country Programme in **Malawi, Palestine, and Zambia** and started a new collaboration on a joint Country Programme in **Ukraine**, with DCA as lead.

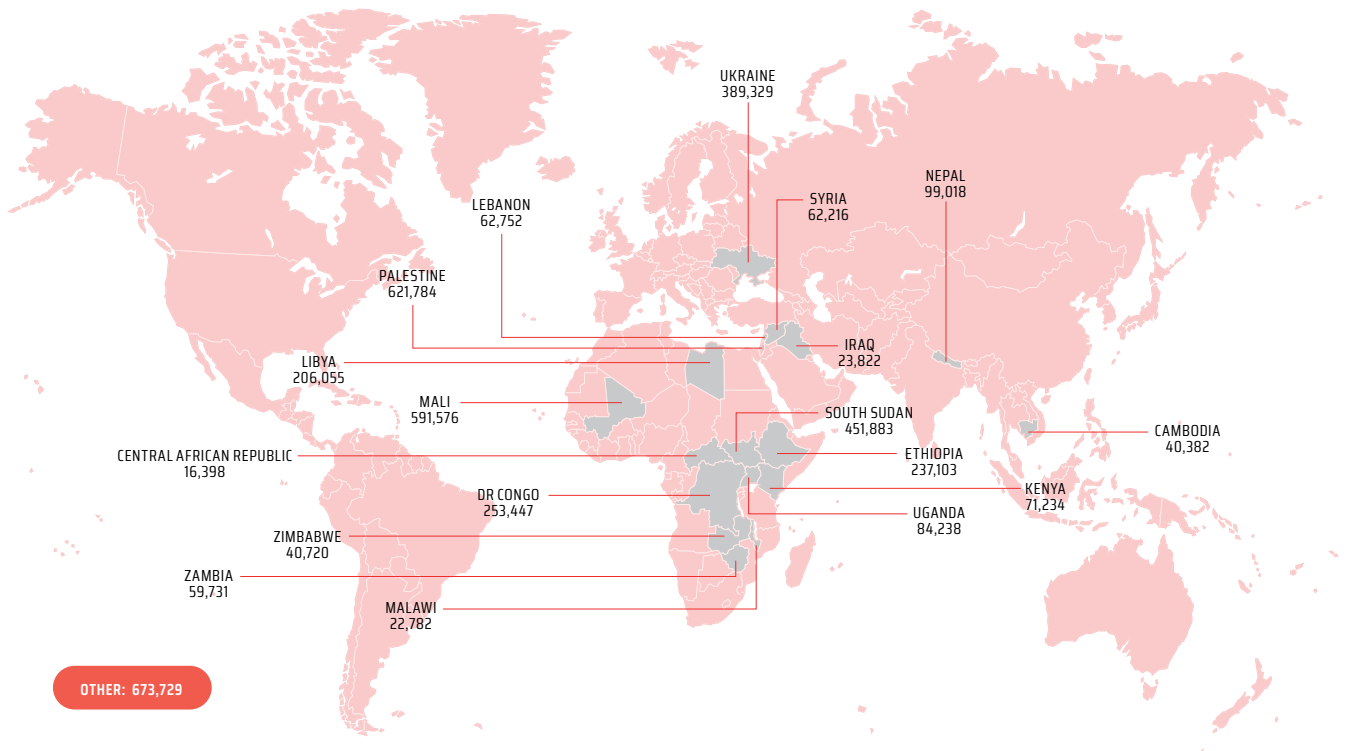
Figure 6.3 shows number of people directly reached by DCA's Country Programmes. **Mali** and **Palestine** reached the most people in 2024, while **Cambodia** and **South Sudan**

both experienced a decline in the number of people reached, mainly due to the closure of major projects and reduced donor funding.

FIGURE 6.3: PEOPLE REACHED DIRECTLY IN 2024 BY DCA COUNTRY PROGRAMMES

NOTE: DATA FOR MALI ALSO INCLUDES PEOPLE REACHED IN BURKINA-FASO THROUGH PROJECTS ADMINISTERED BY MALI COUNTRY PROGRAMME. DATA FOR SOUTH SUDAN INCLUDES PEOPLE REACHED IN SUDAN THROUGH PROJECTS ADMINISTERED BY SOUTH SUDAN COUNTRY PROGRAMME.

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS, 2024

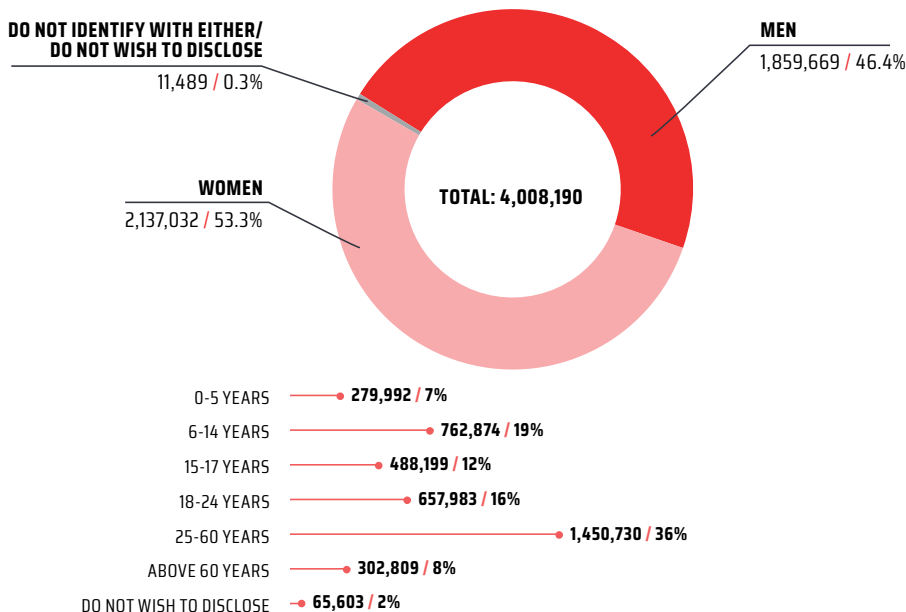


A total of 323 projects were implemented by DCA and its 210 partner organisations in 2024. As shown in Figure 6.4, out of the four million people directly reached through this work, 46.4% were men, 53.3% were women, and 0.3% did

not identify with either gender or did not wish to disclose. In terms of age, 38% of people reached were 0-17 years old, 52% were 18-60 years old, and 8% were above 60, as is also shown in Figure 6.4.

FIGURE 6.4: PEOPLE REACHED DIRECTLY, BY AGE AND GENDER.

SOURCE: ANNUAL COUNTRY PROGRAMME REPORTS, 2024



06.2: Save Lives

06.2.1: Introduction to Save Lives global goal

Under the Save Lives goal, DCA responded by prioritising cash-based assistance, which remained a key delivery method despite a reduction compared to 2023 in the total amount of cash transferred. An important development has been the support to community-led responses and mutual aid groups, which doubled in 2024.

In 2024, DCA focused on strengthening protection efforts, embedding protection principles and ensuring inclusive, rights-based approaches. DCA integrated conflict sensitivity and peacebuilding into Country Programme interventions. This led to a wider use of the Global Conflict Sensitivity Toolkit and community-led assessments. In contexts of armed conflicts, which often lead to contaminations by ERW and thus threaten stability and hinder access to land and livelihoods, DCA was prompted to further strengthen its survey, clearance, and explosive ordnance risk education (EORE) efforts aligned with national mine action authorities. Both DCA head office (HO) and country offices (CO) continued concerted advocacy on promoting localisation, international law, and humanitarian accountability amid growing global crises. At the same time, DCA campaigned against the use of landmines, highlighting their impact on civilians and the need for continued mine action advocacy.

06.2.2: Long-term change 1: Vulnerable and displaced people are safe and withstand shocks and crisis.

• Intervention Area 1:

Humanitarian response and protection

DCA continued to use cash as a modality for delivering greater choice, empowering affected people, and strengthening local markets. Despite a significant reduction in the total volume of cash-based assistance (which includes cash, vouchers, and GCTs) from DKK 182 million in 2023 to 122 million in 2024, DCA reached 561,216 people with cash and voucher assistance and 1,002 community groups with GCTs, in 18 out of its 19 Country Programmes.

In 2024, DCA scaled up multi-purpose cash assistance in **CAR, DR Congo, Palestine, and Uganda** to address food insecurity and conflict-related needs. However, global funding cuts and restrictions on cash transfers led to reduced programming in **Ethiopia, Kenya, Malawi, South Sudan, Syria, and Zimbabwe**, limiting DCA's ability to meet growing humanitarian needs through cash-based interventions in affected communities.

In the intervention area of 'humanitarian response and protection', cash, vouchers, and GCTs (see Section 6.2.3 for more on GCTs) supported vulnerable households and community groups meet their needs in food security, livelihoods, protection, WASH, shelter, and education. DCA's interventions contributed to a reduction in negative

coping strategies by 30%, which is higher than the international standard of 20% reduction, albeit lower than the 59% reduction achieved in 2023. Marked reduction of negative strategies such as distressed disposal of assets, dependency on credit, and borrowing amongst the IDPs were reported in **Palestine** and vulnerable urban residents in **Zimbabwe**.

Cash and voucher assistance increased the share of the reached population with an acceptable food consumption score, a measure of access to diversified food, from a baseline of 31% to an endline of 62%, slightly higher than the 58% achieved in 2023. In **South Sudan**, e-vouchers increased access to diversified foods to avert starvation and malnutrition. To contribute to food diversity in households, crisis-affected communities in **Nepal** used part of cash and livelihood support to start fish farming. In **DR Congo and Uganda**, cash assistance was integrated with livelihood interventions and nutrition education to support IDPs in promoting household self-sufficiency and early recovery. In drought-affected areas of **Kenya**, cash and livelihoods programmes enabled increased intake of protein-rich foods, such as meat and fish, to prevent malnutrition.

DCA interventions enabled 66.4% of vulnerable people to meet their needs, a slight increase from 65.1% in 2023. Multi-purpose cash in **Palestine** helped IDPs to purchase food, water, and clothing. In urban **Zimbabwe**, multi-purpose cash assistance to vulnerable households enabled them to pay for housing utilities, food, and medical expenses.

DCA continued to institutionalise its commitment to safe, accessible, accountable, and participatory humanitarian assistance, with 70 projects reporting intentional measures to mainstream protection: a 64% increase from 2023. Projects increasingly turned to iterative assessments of community members' perceptions to inform corrective measures, enhancing the quality of assistance and further operationalising DCA's commitment to a HRBA. Programming in **Kenya, Uganda, and Ukraine**, among others, was informed by a consideration of community members' diverse lived experiences, taking an intersectional and participatory approach to enhance the inclusiveness and responsiveness of DCA's humanitarian interventions. DCA offices in **Palestine** (see Chapter 5 change story) and **Sudan** provided significant support to community groups to design and lead interventions to address what they identified as the most pressing protection concerns. By building on existing structures, supporting accountability, facilitating learning, and advocating for systemic change, DCA helped embed solutions in local ownership. This approach recognises the primacy of local actors in achieving relevant protection outcomes and provides a valuable entry point for promoting community members' entitlements, for example as regards prevention of sexual exploitation and abuse.

In 2024, DCA continued strengthening its protection approach by combining and integrating EORE and awareness messaging into interventions with partners in **DR Congo, Lebanon, Libya, Mali, Syria, South Sudan, and Ukraine**. Additionally, DCA initiated EORE in Ethiopia after recent conflicts in the country and emergency EORE in Gaza, **Palestine**, reacting to the ongoing war. DCA's and its partners' EORE sensitisation and messaging proved effective, with more than 99% of participants displaying safe knowledge of explosive ordnances. Emergency technical and non-technical surveys as well as spot task explosive ordinance disposal continued in both rural and urban settings. They became more significant in **DR Congo, Lebanon, Syria, and Ukraine** with the ongoing warfare.

Mental health and psychosocial support programming fostered protection and resilience and increasingly amplified other types of programming over 2024. The impact of mental health and psychosocial support and protection programming also rose, with 95% of participants in such programming reporting an improvement in their well-being. Comprehensive GBV programming, addressing the consequences as well as the root causes of violations, in **DR Congo, South Sudan, and Ukraine** continued. Noticeably, more children and young people were reached with mental health and psychosocial support and protection interventions, with **Iraq, Libya, Syria, and South Sudan**, as well as projects in other countries showcasing proactive actions to cater to the needs of these groups. Reaching children and young people demonstrates an understanding of their heightened vulnerability to risks and the critical impact of violence and conflict on their psychosocial development. It is also an investment into future stability and prosperity in the communities, as demonstrated by efforts to integrate mental health and psychosocial support and peacebuilding in **CAR and Iraq**.

06.2.3: Long-term change 2: Communities in fragile contexts are self-reliant and enjoy peaceful coexistence.

• Intervention Area 2:

Early recovery and conflict prevention

In 2024, five Country Programmes, namely **CAR, Ethiopia, Mali, South Sudan, and Zimbabwe**, reported integration of conflict sensitivity and conflict prevention and peacebuilding in relevant interventions, supporting local actors in identifying and addressing drivers of violent conflict and contributing to social cohesion. Beyond this, more than half of DCA's Country Programmes and partners contributed to addressing local conflict dynamics and their root causes and improving community relations. In **CAR, Ethiopia, Mali, and Zimbabwe**, conflict sensitivity assessments were conducted by community members, fostering greater ownership. In **Ethiopia and South Sudan**, DCA and partners used the Global Conflict Sensitivity Toolkit, launched in 2023, in employee trainings, bolstering overall ownership over conflict sensitivity processes and institutional anchoring.

Country Programmes addressed drivers of conflict that included socio-economic inequalities, identity-based divisions, inherited grievances fuelling violence, instrumentalisation of vulnerable groups by political elites, and governance over natural resources that affect agro-pastoral relations. Conflict prevention and peacebuilding activities were shaped by the respective local contexts, with most of DCA's interventions strongly focused on addressing community-level peacebuilding needs. Some Country Programmes (e.g., **CAR, Kenya, and Zimbabwe**) also strove to link local and national-level peace efforts and actors. For instance, in the increasingly polarised context of **Zimbabwe**, DCA worked with church-based organisations to support people from different political affiliations, church denominations, faith and traditional leaders, and duty bearers to engage in dialogue on social, economic, and political issues, thereby strengthening social cohesion.

Key conflict prevention and peacebuilding activities included revitalising local peace committees, capacity sharing, and facilitating dialogues. In a project in the borderlands of **Ethiopia, Kenya, and South Sudan**, DCA and partners facilitated cross-border roundtable dialogues, established community action groups, and supported conflict observatory platforms to mitigate tensions and promote durable peace between community groups. Conflict prevention, peacebuilding, and social cohesion were integrated across humanitarian and development programming, such as EORE (**Mali and South Sudan**), GCTs, and sclr (**Lebanon and Palestine**), as well as agroecology, livelihoods, market systems, and private-sector engagement (**Uganda**). Direct support to community actions improved social cohesion between IDPs and host communities within rural settings (**DR Congo and Zimbabwe**) and urban settings (**Mali and Lebanon**), with women and young people notably taking on leadership roles in conflict-prevention efforts.

DCA explored the compounding impacts of conflict, climate change, and inequality through several projects and two research studies in 2024. One study examined climate-related losses and damages in **Mali** (see Section 7.4) and another explored how the effects of climate change and violent conflict dynamics interact to exacerbate vulnerabilities across different groups in **Ethiopia and South Sudan**. Following the work in **Zimbabwe**, more Country Programmes in 2024 started integrating conflict prevention and peacebuilding as a critical pillar of projects on civic space and democratic governance, for example as part of forthcoming programming in **CAR and Mali**.

In **DR Congo, Ukraine**, and countries in the MENA region, intensification of armed conflicts between state and non-state armed groups often led to contamination by ERW. DCA Country Programmes continued survey and clearance interventions to release productive land and key

infrastructure, thus ensuring safe access to socio-economic activities and health and educational facilities and directly benefitting 72,039 individuals. The number of individuals directly benefitted decreased from 2023 mainly because many survey and clearance activities had to be temporary suspended in **DR Congo, Lebanon, and Syria** due to active conflict. Nonetheless, DCA continued to survey its clearance opportunities in **DR Congo, Lebanon, Libya, Syria, and Ukraine**, in line with national mine action authorities, in semi-urban and urban areas to benefit more people and communities when possible.

Moreover, DCA continued to combine humanitarian mine action efforts with humanitarian and development interventions (see also Section 6.3.2). In **Ukraine**, DCA connected its survey and clearance interventions with cash programming and rehabilitation of community buildings. In **DR Congo, Ethiopia, Mali, and South Sudan**, non-technical surveys continued to be aligned with protection activities, victim assistance, and peacebuilding efforts. In **Syria**, DCA and national partners worked together to turn released productive land and areas into livelihood possibilities for the surrounding communities.

As in 2023, 14 Country Programmes supported community-led initiatives through GCTs and sclr in 2024. A total of 1,002 community-led mutual aid groups were supported, significantly increasing from 432 in 2023, and DKK 31 million went to such activities in 2024, doubling from DKK 15 million in 2023. Of these funds, 73% was transferred to partners in 2024, compared to 84% in 2023. This decrease is likely due to the high volume of GCTs implemented in countries in active conflict, requiring DCA to engage more directly in this support. Eight Country Programmes reported the increase of response capacity to crises among supported communities, with 95% of groups self-reporting an increase of preparedness and response capacity after receiving the GCT. This outcome was validated through a survey of the broader communities: 96% of those surveyed reported that the sclr initiatives with GCTs were appropriately addressing the priority needs in their community.

The community-led groups that received GCTs implemented a broad range of initiatives across multiple sectors, including food security, WASH, health, protection, and shelter, along with capacity sharing to build sustainable skills at the community level. Some examples from **Palestine, Sudan, Syria, and Ukraine** included community kitchens, distribution of high-nutrition-value foods and vegetable baskets, installation of solar-powered water pumps, recreation activities for children, and distribution of dignity kits and drinking water. Such initiatives took place in locations most affected by ongoing conflict. In **Ethiopia, Iraq, Mali, and South Sudan**, mutual aid groups supported by DCA focused on reconstruction and repair of public facilities, including

schools and clinics, roads, bridges, and camp fencing. These DCA Country Programmes were able to consider sustainability and livelihoods creation to some degree. In **Cambodia, Kenya, Lebanon, Malawi, Nepal, and Uganda**, the supported groups were able to better plan for disaster risk reduction and develop action plans within anticipatory-action frameworks, and focus on sustainability, income generation and community improvement (see also Section 6.3.3 on resilient livelihoods, markets, and women's economic empowerment). Across all countries, social cohesion and the inclusion of communities affected by displacement, as well as persons with disabilities, and appropriate gender representation has been a cross-cutting focus.

06.2.4: **Long-term change 3: Government institutions, non-state actors, international organisations, private sector, and civil society organisations promote and adhere to localisation commitments and international law in conflict and crisis.**

- **Intervention Area 3:**

- **Advocacy on crisis and humanitarian issues**

In 2024, DCA advocacy at CO and HO levels under the Save Lives goal continued to promote localisation and local leadership and a rules-based world order while raising awareness on humanitarian crises around the world. In **Palestine**, DCA contributed to informing about the humanitarian context and assistance needed in Gaza. Contributing to the Grand Bargain commitments, in **Iraq**, DCA established a network of six local actors to initiate discussions to advance localisation and local leadership and saw a local partner finally secure direct donor funding. DCA also commissioned an external study on barriers to localisation, which partners used to shape their advocacy efforts and funding strategies. In **Cambodia**, a DCA partner trained 80 duty bearers and humanitarian actors on international humanitarian law, international human rights law, and disaster management. DCA also influenced the development of the Cambodian National Action Plan for Disaster Risk Reduction 2024-2028 and local contingency plans, which are crucial frameworks to enhance government accountability in disaster management.

At the HO level, DCA continued to lead an informal policy group of Danish CSOs working in **Syria**, spearheading engagement with policymakers in Denmark, including around the 8th Brussels Conference on 'Supporting the future of Syria and the region'. DCA's Country Director for Syria also briefed a panel of Parliamentarians in December. DCA commissioned two legal experts to explore opportunities for Denmark to progress on its three key priority areas on the UN Security Council: international humanitarian law; climate, peace and security; and women, peace and security. The consultants' reports were presented to the Danish MFA, and one of the experts was invited to a briefing convened by the Danish Red Cross, the MFA, and the University of Southern Denmark. DCA worked with C4C to facilitate a Denmark-

hosted donor roundtable during the European Humanitarian Forum 2024, where local civil-society leaders were given the space to engage directly with donors. DCA also worked with the **Sudan** INGO Forum to develop a report on priority areas for engagement, in advance of the third humanitarian Senior Officials Meeting in March 2025.

DCA continued to engage as a long-term board member of the International Campaign to Ban Landmines - Cluster Munition Coalition (ICBL-CMC) in campaigns expressing concern over the US government's decision to transfer anti-personnel landmines to **Ukraine**. DCA also took part in campaigns concerning the dangerous precedence Lithuania set in 2024 by leaving the Ottawa Treaty (1998) undermining decades-long efforts of the ICBL-CMC and the international community to rid itself of the scourge of anti-personnel landmines. In **Mali**, DCA continued joint advocacy efforts as part of the Mine Action Area of Responsibility, specifically to raise awareness about the increasing humanitarian needs associated with the proliferation of improvised explosive devices across the country and their disproportionate impact on civilians.

06.2.5: Conclusion – Save Lives

Overall, DCA considers its achievements under the Save Lives goal in 2024 to be satisfying, with continued attention to local communities and local partners' needs – also beyond immediate humanitarian responses – through a strong nexus-programming approach. This is demonstrated by a deepened commitment to delivering humanitarian assistance

anchored in protection and local leadership. Protection was mainstreamed in 70 projects (a 64% increase from 2023), with mental health and psychosocial support programmes recording the improved well-being of 95% of participants, and expanded EORE. Community-led approaches were scaled significantly, with 1,002 groups supported through GCTs, reinforcing DCA's support to mutual aid and resilience-building efforts across crisis-affected settings.

DCA further advanced its integrated nexus programming by embedding conflict sensitivity and peacebuilding in five Country Programmes and strengthening the use of the Global Conflict Sensitivity Toolkit. Cash programming remained DCA's primary humanitarian assistance modality, although reduced in volume from 2023, with DKK 122 million disbursed in 2024. This modality was also integrated into early recovery and protection efforts to support multi-sectoral responses.

At both CO and HO levels, DCA continued advocating with its partners for long-term humanitarian solutions and protection of civilians, alongside promotion of international humanitarian law and localisation. Through collaborative advocacy spaces with, for example, partners and donors, DCA raised awareness about crises that had fallen out of international media and donors' attention and the growing humanitarian funding gap, while also supporting the participation of local actors in global platforms such as the European Humanitarian Forum. These reflect DCA's commitment to a rights-based, inclusive, and accountable humanitarian response.

Change story – Save Lives

Already in 2023, DCA **Lebanon** had begun to reengage in impact monitoring and supervising cleared and released land, thereby exploring and developing an innovative approach that integrates humanitarian mine action with livelihood activities. This approach places humanitarian mine action as a true enabler, setting the conditions required for livelihoods development to successfully take place. In Mount Lebanon, cleared and released land was put to use in 2024, particularly for small-scale agriculture including apple and olive cultivation, which are traditionally strong in the region. DCA provided equipment to small-scale farmers' and local stakeholders' and technical skills training on agroecological practices, and facilitated access to networking platforms.

However, sustainable livelihood initiatives can only progress so much in conflict settings. While clearance activities removed the physical barrier to land access, economic challenges facing Lebanon – such as inflation, limited access to resources, and instability – continued to slow down large-scale agricultural projects. Mindful of these limitations, DCA plans to continue further developing this approach. Most recently, from late 2024, **DCA Syria** also began developing an innovative approach that integrates humanitarian mine action with livelihoods activities. The use of new operational and funding models clearly demonstrates DCA's commitment to driving effectiveness and efficiency in its interventions while ensuring maximum impact to those most in need.

06.3: Build Resilient Communities

06.3.1: Introduction to Build Resilient Communities global goal

Under the Build Resilient Communities goal, DCA increasingly integrated environmental, social, and economic elements of resilience in its programmes and actions at local, national, and global levels. In so doing, it supported locally led and inclusive approaches to empower individuals and communities not only to cope but to build long-term resilience and promote transformational changes in food and market systems. In 2024, 15 Country Programmes across humanitarian and development contexts integrated initiatives to enhance the uptake of agroecology to support sustainable food production, income generation, and land restoration. DCA further integrated systems-thinking into its resilience programming by engaging with civil society, private sector, and duty bearers to promote investments for climate adaptation, green market systems development, and responsible business conduct principles (see also Section 5.5.7). This work also supported long-term sustainability of livelihood initiatives both in rural and urban contexts.

Working across the humanitarian, development, and peace nexus in 2024, DCA explored the compounding effects of climate change, conflict, and socio-economic inequalities through relevant research (see also Section 7.4). Programmatically, DCA and partners integrated disaster risk reduction, humanitarian assistance, early recovery of food and market systems, and actions to build long-term resilience in fragile contexts. DCA particularly focused on women's economic empowerment in 2024, taking stock of interventions on gender equality and women's economic empowerment to determine its future strategic priorities. Furthermore, DCA continued to be a strong advocate for increased international climate finance to scale up locally led climate adaptation and responses to losses and damages. Likewise, it advocated for responsible business conduct in support of the transition to more just, sustainable, and resilient food systems, building on concrete business cases that integrated environment and human rights due diligence.

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

• Intervention Area 4:

Disaster risk reduction and climate resilience

DCA continued to work with communities and local organisations to enhance preparedness, disaster risk reduction, and adaptation measures to build long-term climate resilience. Eight Country Programmes supported the adoption of disaster risk reduction and climate-adaptation practices, with 82% of identified individuals taking up additional disaster risk reduction and adaptation practices. In synergy with these efforts, eight Country Programmes contributed to improved biodiversity, environmental

protection, restoration efforts and integrated measures to reduce greenhouse gas (GHG) emissions and sequester carbon, with 95% of the reached individuals taking up more sustainable practices.

Most of the practices in disaster risk reduction related to the uptake of more resilient agroecology-based food production. In **Nepal, Uganda, Zambia, and Zimbabwe**, access to and use of early warning systems and development of disaster-risk-management plans were integrated into agricultural development to prevent crop loss related to climate shocks and stresses. This was combined with the use of drought-tolerant crops and soil- and water-conservation techniques to reduce vulnerability to drought. In **Nepal**, specific focus was on integrating nature-based engineering techniques, such as bamboo crib walls and deep-rooted vegetation, to reduce soil erosion and stabilise slopes prone to landslides. In **Ethiopia, Kenya, Mali, Lebanon, Nepal, and South Sudan**, DCA initiated research and learning processes to investigate how climate change compounds other risks to communities and explore options to reduce immediate risks, address losses and damages, and build long-term resilience.

In 2024, DCA increasingly framed its work on resilience of food systems and wider ecosystems around the 10 elements of agroecology as formulated by the UN Food and Agriculture Organisation (FAO). Agroecology provides entry points to addressing the major global crises of environmental degradation, climate change, and loss of biodiversity, while addressing social inequalities and pushing for policy reforms, and is thus well aligned with DCA values and goals. DCA HO launched the Agroecology Hub as a resource site for relevant implementation of agroecology and advocacy and conducted capacity-sharing sessions to increase technical understanding, implementation, and monitoring in this area for all 19 Country Programmes and relevant partners.

In 15 out of 19 Country Programmes across the humanitarian-development nexus, agroecology was integrated to transform production systems towards social, economic, and environmental resilience for sustainable and regenerative natural resource management, ecosystem services, and climate-change adaptation. For example, in **South Sudan**, implementing elements of agroecology successfully leveraged diversified food production, linking producers and consumers at local markets for a circular economy, and used farmer field schools and climate-justice committees to boost social cohesion and conflict resolution in a very volatile context. Furthermore, DCA supported agroecological and climate-resilient practices in fragile contexts, such as in **Iraq and Lebanon**, by facilitating the transition of areas formerly contaminated with ERW into sustainable crop fields after clearance activities (see also Sections 6.2.3 and 7.4). In **Kenya**, DCA assisted implementation of the newly approved national policy on agroecology by joining forces

with FAO to use the Tool for Agroecology Performance Evaluation for monitoring and expanding agroecology across projects. To facilitate the use of this tool, DCA HO developed a lighter version to gradually improve the monitoring of the transition toward agroecology across the organisation. In 2024, three projects in **Cambodia** and **Uganda** reported the use of this tool that also links to climate-change adaptation, environmental- and biodiversity-protection for increased production, and disaster risk reduction.

In 2024, five Country Programmes (**Cambodia, Ethiopia, Kenya, Uganda, and Zimbabwe**) reported that an additional 5,730 hectares of land was put under improved management practices, indicating a continuous increase in such land area compared to both 2023 and 2022. However, further work is needed to improve the consistency of data collection methods across countries to enhance the reliability and usefulness of this indicator in measuring the scale of DCA's interventions. The adoption of sustainable management practices has not been limited to rural settings. For example, DCA in **Nepal** also used diversification for ecosystem services in urban contexts, where planting more than 5,000 trees in an eco-park improved biodiversity and air quality, reduced excessive heat, and sequestered carbon dioxide.

An internal stocktake on the integration of nature protection and restoration elements in DCA's work highlighted an increased focus on biodiversity. This was mainly evident with respect to agrobiodiversity, integral to agroecology work, but also with an increased emphasis on rights-based, locally led approaches to connect sustainable livelihoods and nature conservation.

Overall, all 19 Country Programmes in 2024 promoted the adoption of practices or technologies to protect the environment and mitigate climate change, either by reducing carbon-dioxide emissions or by supporting carbon-sequestration practices, for example through afforestation or agroforestry practices. In 24 projects implemented in eight Country Programmes, 95% of individuals participating in DCA's resilience-building projects adopted climate-change mitigation, environmental, and biodiversity-protection practices, slightly increasing from 91% in 2023.

DCA continued supporting the transition to low-carbon market systems and sustainable energy to support the environmental and economic resilience of communities. DCA strengthened green partnerships and value-based alliances with various actors at local and global levels. An example of this is DCA's work in **Kenya** with faith-based leaders to support the movement of churches engaged in environmental protection. Through this initiative, faith-based partners worked with communities to promote environmental stewardship, tree-planting, and access to sustainable energy such as clean cookstoves and solar-energy solutions.

DCA also enhanced its collaboration with private-sector and civil-society actors to strengthen the capacity of small-scale producers to protect and restore the environment. By doing so, DCA promoted the reduction of the environmental footprint of market systems, particularly in the agri-food sector, while enhancing the resilience of communities. Examples of this included the promotion of organic rice production in **Cambodia** and climate-resilient farming and other environmental practices along the value chain of date production in **Palestine** (see also Section 6.3 change story) and of pyrethrum and selected vegetable production in **Kenya** (see also Section 5.5.7).

DCA also promoted solar-energy systems for productive purposes. In **Ethiopia, Libya, Palestine, South Sudan, and Zimbabwe**, DCA and partners helped install solar-energy systems that allowed efficient irrigation for farmers affected by erratic rainfall patterns and water scarcity. Farmers could adapt to the impacts of climate change while avoiding GHG emissions that would have otherwise been emitted using diesel pumps. DCA supported other humanitarian response initiatives with renewable energy (see Section 7.4).

06.3.3: Long-term change 5: Vulnerable and displaced people are resilient and actively engaged in economically and environmentally sustainable food and market systems.

• Intervention Area 5:

Resilient livelihoods linked to markets and food systems

DCA, together with partners, promotes inclusive and environmentally sustainable food systems, working across the humanitarian and development nexus to improve food security and livelihoods. In 2024, DCA strengthened its organisational capacity in market systems development through trainings for employees from five Country Programmes and from HO, forming an internal community of practice for knowledge sharing, and reviewing gaps in the existing portfolio of markets-focused projects. Within the 10 Country Programmes working in this field, 70% of the individuals supported, including small-scale producers and entrepreneurs, reported an increase in income and improved employment opportunities as an outcome of DCA's support in 2024, increasing from 57% in 2023. Despite an increased focus on urban settings in DCA's work, 84% of the individuals supported reported to be engaged in rural employment such as agricultural production, processing, and sales. In **Kenya, Uganda, and Zimbabwe**, DCA helped small-scale farmers link with other market actors, including buyers and service providers, and access digital platforms that provide real-time information on market prices, weather forecast, and agricultural practices.

DCA's strategic focus on climate and environment was also reflected in its livelihoods-related work, with 73% of the income and employment opportunities created and supported being categorised as green. The decrease compared to 87%

in 2023 deserves further exploration in 2025. In rural settings, DCA's livelihoods-related work included income generation from sustainable and agroecological practices, while in urban contexts, including displacement-affected settings, it related to different types of employment within sustainable energy or a circular economy. In **Ethiopia, Mali, Palestine, South Sudan, and Zimbabwe**, DCA supported the collection and valorisation of waste such as plastic, metal, and food scraps and upcycling of textile waste into new products. This was coupled with community-level campaigns on the importance of waste management. In **Kenya**, DCA promoted insect farming as a circular business model, which manages organic waste while producing sustainable poultry feed.

DCA saw a particular focus on women's economic empowerment in 2024. Based on a stocktaking exercise covering eight Country Programmes, an internal Women's Economic Empowerment Taskforce was created, bringing together colleagues from the HO and five Country Programmes (**CAR, Nepal, Palestine, Uganda, and Zimbabwe**) to facilitate knowledge sharing and set a strategic direction for DCA and partners' work in women's economic empowerment in the years to come. In addition, DCA intensified its monitoring of its commitments to gender equality and women's empowerment, gathering data from five Country Programmes on decision-making processes in relation to income and employment. This data revealed that while 30% of the women reported to hold decision-making power on their own, this was the case for 45% of the men. Others, irrespective of gender, reported that they shared decision-making power over income with others (e.g., typically partners or parents). Finally, 2% said that someone else decided over how to use their income.

In **Uganda**, DCA promoted gender equality and combated GBV by including intra-household dialogue sessions in its interventions for women's economic empowerment. The sessions fostered awareness of husbands and fathers of the advantages of women's participation in household decision-making. In **Zambia**, DCA helped women build their skills for bargaining and decision-making, leading to higher levels of agency, preparedness, and motivation to engage in decision-making. Other interventions to promote women's economic empowerment across Country Programmes included entrepreneurship and business-management training, business start-up grants, and support for women to form community savings groups (see also Section 7.2).

Financial inclusion remains a core pillar in DCA's work to promote women's economic empowerment, sustainable livelihoods, and market systems. In **Nepal and Ethiopia**, access to financial services – mainly in the form of informal community-based savings schemes – was relatively high at 88% and 74%, respectively, for the individuals supported by DCA. While women members tend to make up the majority

in such saving schemes, young people's savings and loan associations have increasingly become a means to ensure that young people build experience and capacity for saving and investing wisely, thereby gearing them to become customers with formal financial institutions. In both **Kenya and Uganda**, digital platforms were used to manage the youth savings and loan associations, thus enabling young people to build a financial track record which may ease their access to formal banking services.

06.3.4: Long-term change 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.

- **Intervention Area 6: Advocacy on resilience, including business and human rights**

In 2024, DCA continued to advocate for systemic changes to enhance climate justice and ensure sustainable, resilient, and fair food and market systems. Six Country Programmes reported on 108 changes realised in policies and legal frameworks, as well as actions and practices by duty bearers across national, municipal, and community levels, contributing to increased resilience of rights-holders. This is a significant increase over the 31 changes reported in 2023, although given that the level, scope, and timespan of advocacy efforts differ, this data may not necessarily be comparable between the years. Additionally, DCA conducted global advocacy on climate justice, responsible business conduct, and the transition to more resilient, sustainable, and just food and market systems.

DCA's global-level climate advocacy focused on scaling up finance for adaptation and losses and damages and was conducted in collaboration among DCA HO, COs, and partners. It led to 50 advocacy results in 2024. For example, after three parliamentary dialogues organised by DCA, participants confirmed their increased commitment to the need for parliamentary action on adaptation and losses and damages. Similarly, at high-level events co-organised by DCA with partners in Copenhagen and New York, engaging key ministers and stakeholders, DCA promoted messaging for a scaled-up focus on adaptation. These events led to multiple informal interactions with relevant stakeholders, where DCA advice contributed to decisions, positions, speeches, and official statements. DCA also commissioned and contributed to several reports and research initiatives, including a publication about integrating climate and development initiatives (see Section 6.5.4), which contributed to political debates in Denmark, **Ethiopia, Kenya, Nepal, and Uganda**.

Several Country Programmes engaged with duty bearers to support national climate and environment action. In **Ethiopia**, DCA supported partners in conducting studies,

which strengthened dialogue among policymakers, academia, CSOs, and private sector on the gaps in and lessons from the implementation of the National Adaptation Plan, its integration with other policies, and the value of increased involvement of civil society in policy processes. In **Nepal**, DCA supported a range of advocacy initiatives from community to national levels, resulting in improved knowledge sharing, mainstreaming of risk management in policies and practices, and dedicated budgets for disaster risk reduction, early warning, and anticipatory action. In **Cambodia**, DCA facilitated policy dialogue with indigenous peoples' alliances, emphasising stronger legal protection of indigenous lands and resources to empower indigenous peoples as rightful stewards of their ancestral territories.

DCA continued to promote responsible business conduct principles and practices through ongoing engagements with duty bearers and key stakeholders from the private sector in Denmark, in countries where DCA works, and through international engagements. For example, linked to DCA's multi-stakeholder projects in **Kenya** and **Palestine** (see Section 6.3 change story), good practices on human rights and environmental due diligence were shared through roundtables, webinars, workshops, and regional and international forums on business and human rights alongside civil society and key commercial partners. In 2024, DCA also developed a case compilation to highlight good practices of how responsible business conduct helps to address cross-sectoral issues such as land rights, labour rights, health and safety, pollution, and climate change, thereby supporting more resilient and just transformation of food systems. The compilation included cases that demonstrated improved sustainability of food production through multi-stakeholder partnerships and impact investments, emphasising the synergies between responsible business conduct and the transition to agroecological approaches. Activities to promote responsible business conduct were also held in **Cambodia**, where DCA facilitated policy dialogue to advance fair contract-farming relationships, while also supporting dialogue on labour rights and social protection in municipal development plans.

DCA and partners also supported communities to better access social, financial, and legal services in **Nepal** and to engage in dialogue with government decision makers to enhance basic service provision for resilience. In **Kenya**

and **Uganda**, DCA and partners facilitated dialogue among communities and local government duty bearers through social audits and participatory budget conferences, resulting in improved action on infrastructure development and basic service provision for citizens.

06.3.5: Conclusion – Build Resilient Communities

In 2024, DCA made significant progress on learning and capacity sharing in agroecology, climate adaptation, losses and damages, and green market systems development. Agroecology was integrated into 15 Country Programmes and further introduced in humanitarian and conflict situations, leading to reduced dependence on external inputs and markets. It is however no easy transition in fragile and conflict-affected settings, and there is a need for long-term support to protect the gains made. Furthermore, some gaps and challenges remain. For example, the share of jobs and incomes that DCA supported and that were classified as green has decreased from 87% in 2023 to 73% in 2024, which calls for increasing the focus on green incomes in 2025.

To respond to these challenges, DCA will focus on strengthening integration of green market systems development and responsible business conduct in relevant areas, such as within agroecology-based food production, to enhance the long-term sustainability and scalability of these initiatives. For example, more focus will be given to reducing food loss and waste along value chains, stimulating consumer demand for healthy and sustainable foods, and connecting to national-level advocacy processes. Integration of green market systems development to sustainable-energy initiatives will also be strengthened to shift beyond direct distribution towards more market-based interventions for provision of affordable and sustainable energy solutions.

There is also promising potential for strengthening connections between early recovery and long-term resilience building through market systems development – for instance, linking GCTs and village savings and loan associations, ensuring that financial services are available, and that investments can be made into enterprise development. Similarly, there is room for leveraging the insights from DCA studies on the interlinkages of climate change impacts, fragility and conflict, and socio-economic inequalities to better address losses and damages in a conflict-sensitive manner and design peacebuilding adaptation strategies.

Change story – Build Resilient Communities

In **Palestine**, DCA worked with small-scale farmers in the Jordan Valley to develop sustainable business models aligning with climate-resilient and inclusive practices. As a result, 10 tonnes of dates were exported in 2024 to Salling Group, the largest retailing group in Denmark, with plans to increase exports by another 10 tonnes in 2025 and expand into other international

markets. These efforts not only provided new market opportunities but also addressed local challenges related to water and energy scarcity through green farming practices. Despite initial financial constraints, farmers successfully adopted climate-resilient practices, including reducing use of chemical fertilisers, minimising plant-waste burning, and increasing use of organic fertilisers. Additionally, the project emphasised human rights and business practices. This empowered farmers with knowledge about their rights, enabling them to make informed decisions and fostering awareness about the integration of human rights into agricultural business practices.

06.4: Fight Extreme Inequality

06.4.1: Introduction to Fight Extreme Inequality global goal

Under the Fight Extreme Inequality goal, DCA focused on empowering marginalised individuals and strengthening democracy, civil society, and human rights defenders amid the continual erosion of democracy, civic space, and human rights around the world (see also Chapter 3). Through close collaboration with partners, DCA fought for equality at multiple interrelated levels – the individual and community, as well as the national, regional, and international – through actions to empower individuals to meaningfully participate in decision-making processes, enhance the protection of human rights, and support partners to push back against laws and policies that curtail and erode civic space. DCA emphasised the role of local leadership and cooperation with CSOs, including faith actors, in advocating for the respect and protection of human rights in repressive contexts. To promote structural change, DCA complemented its programmatic work with advocacy towards duty bearers at all levels, calling for accountability and justice.

06.4.2: Long-term change 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.

• Intervention Area 7:

Inclusive participation and decision-making

DCA and partners worked to promote better understanding of rights and organised opportunities and spaces for marginalised and people in a vulnerable situation to defend and claim their rights, to influence equitable and transparent service delivery and hold duty bearers to account. In 2024, 39 projects across 10 Country Programmes reported advances in the participation of vulnerable and marginalised people in decision-making compared to 24 projects in 2023. Of the individuals reached through these projects, 78% reported that they participated in decision-making processes as a result of the interventions, recording a substantial increase from 57% in 2023. Furthermore, 88% demonstrated positive behaviours following increased knowledge and recognition of rights in 2024, increasing from 79% in 2023. These results show that despite an overall shrinking civic space, DCA and partners succeeded in expanding spaces of influence for the participating groups at local levels of decision-making. They also reflect the impact of increased capacity-sharing

activities towards rights-holders and communities through DCA's ability to work with partners at community and grassroots levels.

In **Zimbabwe**, DCA and partners facilitated residents of Bulawayo, the country's second largest city, to give inputs on service delivery to Bulawayo City Council. It resulted in the local residents' association securing a seat in the City Council finance committee and make submissions on budget transparency during the 2025 budget consultations. In turn, this prompted the City Council to disclose financial information and allowed residents to scrutinise the city's income streams and point out insufficient funding for road rehabilitation. In **Nepal**, dialogues with key stakeholders boosted rights-holders' access to government services by enabling 467 rights-holders to establish their legal identity and thereby access the relevant social security schemes and services they were entitled to.

In **DR Congo**, DCA organised three high-level roundtables on localisation, engaging government representatives, UN agencies, and donors, and provided financial and organisational support to three human rights defender groups and local NGOs to engage with key stakeholders. This led to three advocacy papers being produced to promote improved localisation in the country. Consequently, local organisations enhanced their operational capacities and received more direct funding, and advocacy to ensure equitable access to rights and services for local actors was boosted.

In **Ethiopia**, DCA engaged in financial and technical capacity sharing with CSOs led by women and young people. These CSOs worked to economically empower women and young people and increase their knowledge of and ability to claim their rights and influence decisions that affect their lives. DCA also provided financial and technical support to a women-led network with 72 member organisations to assess women's participation in leadership roles and decision-making processes at household and community levels. The assessment findings were discussed with key stakeholders such as government officials, CSOs working in the target area, faith-based organisations, and community leaders, who used it to advocate for gender equality.

Through its country programming and its Human Rights

Defenders Fund, DCA provided rapid-response support to human rights defenders at risk and communities in several Country Programmes, covering legal, protection, and psychological support, as well as operational support towards organisations facing attacks. In **Zimbabwe**, DCA's partner provided emergency legal aid to 27 human rights defenders arrested for participating in peaceful protests and other forms of civic activism.

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

• **Intervention Area 8: Space for civil society**

In 2024, DCA and partners engaged in actions that fostered a more enabling environment for civil society actors, strengthening their ability to hold duty bearers accountable, and empowering local communities and rights-holders to claim their rights amid ongoing threats. In **Cambodia**, where many migrants continue to fall prey to human traffickers, local partners conducted awareness campaigns for more than 11,000 individuals on relevant risks. Additionally, 98 victims of sex trafficking and forced labour, many of whom were women, were provided legal aid and other services. In **Uganda**, DCA's partner trained community monitors on how to monitor government programmes using the Parish Development Model guidelines. This development model was initiated by the government to improve service delivery at the community level by empowering community members to come together, identify their needs, and engage with government services. Community monitors used the model to engage with public schools and health service providers to communicate their needs and improve services in these sectors.

DCA and partners also continued to strengthen community institutions providing support to rights-holders. In **Kenya**, DCA's partner trained staff of community centres catering to GBV survivors, enabling them to transition from manual to digital record-keeping, thus improving data security and service coordination. The partner also enhanced psychological support for rescue-centre staff, which improved staff well-being and translated into better care for survivors. These helped shift public perception of community centres, from being seen as institutions that 'broke families apart' to safe spaces for support and recovery.

In 2024, DCA's partners across nine countries monitored and documented a total of 34,826 human rights violations affecting 457,584 individuals. These included violations against women's and children's rights, civil and political rights, and land rights perpetrated by both state and non-state actors. Documenting these violations helped affected individuals access support and promoted duty bearer accountability. In **Zimbabwe**, a partner documented 236 cases of human rights violations – an increase from the previous year, which reflects greater awareness about human

rights. These violations included cases of GBV, unfair working conditions, bans on lawful meetings, and restrictions on food distribution to communities perceived as not supportive of the government. These cases were further referred to relevant institutions such as the police, the National Human Rights Commission, and local leaders for resolution where appropriate.

DCA also worked towards promoting human rights online. In **Palestine**, DCA's partner escalated 3,080 cases of online human rights violations – comprising hate speech, harassment, and digital repression – to social media platforms for appropriate action. Of these, 566 cases were resolved, while the rest remain under review. To amplify its advocacy vis-à-vis social media platforms, the partner collaborated with local and international coalitions to pressure these platforms to address the online violations.

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

• **Intervention Area 9: Advocacy on human rights**

In 2024, DCA and partners contributed to 188 changes in policies, legal frameworks, actions, or practices by duty bearers, recording a 64% increase from 2023, leading to strengthened human rights and civic space. These changes were achieved in 10 Country Programmes, compared to six Country Programmes in 2023. Relevant efforts involved strategic advocacy to hold legal and moral duty bearers accountable for their human rights obligations, with focuses on GBV, participatory land management, and empowerment of local communities to advocate for their rights.

In **Zimbabwe**, a DCA partner successfully challenged the Regional, Town and Country Planning Act, which was being used by local authorities across the country to demolish people's houses and evict the residents without following due process. Advocacy by the partner contributed to a ruling by the country's Constitutional Court, declaring the Act as unconstitutional and ensuring legal safeguards against forced evictions. In **Uganda**, DCA supported multi-stakeholder consultations on climate-change adaptation among government officials, private sector, and inter-faith leaders, who advocated for small-scale farmers harmed by changing climate. This engagement led to the government committing to climate-adaptation initiatives, which included securing funding for agroforestry programmes, strengthening the technical capacity of local authorities, and prioritising implementation of the National Climate Change Strategy and the National Adaptation Plan.

DCA also supported civil-society participation in international human rights mechanisms such as the special procedures of the UN Human Rights Council and the UN Commission on the Status of Women, as well as other multi-stakeholder forums. Through these mechanisms, DCA and its partners

documented violations as well as best practices and put forward recommendations for change. During the June 2024 UN Human Rights Council session in Geneva, together with the World Council of Churches and ACT Alliance, DCA launched a study on the role of faith actors in civic space. This study documented how faith actors both support and restrict civic space, and the opportunities in working with them. This allowed DCA to engage with key CSOs and members of the international community, including the offices of Special Rapporteurs with mandates to report and advise the Human Rights Council from a thematic or country-specific perspective. It also led to engagement with representatives from the diplomatic missions of Denmark and the US on how to strategically engage and collaborate with faith actors towards protecting civic space.

In **Cambodia**, advocacy by DCA's local partners ensured that a wide range of stakeholders, including the UN representatives, foreign embassies, and journalists, were well-informed of the country's human rights situation. As a direct result, the office of the International Finance Corporation's Compliance Advisor Ombudsman launched an investigation (still ongoing) into the country's microfinance industry following reports about serious human rights violations, including forced land sales and emerging threats of displacement. In **Uganda**, DCA supported a partner to develop a 'Women's Manifesto' as part of the preparations for 2026 parliamentary and presidential elections through consultative meetings with women political leaders and civil servants at national and sub-national levels. Among the key issues identified in the manifesto was technology-facilitated GBV. Through the ACT Alliance, DCA Uganda further engaged with civil society and faith actors to advance the rights

and inclusion of vulnerable and marginalised groups and advocated for enhancing civic space, including through protection of digital space and promotion of equal access to technology.

06.4.5: Conclusion – Fight Extreme Inequality

In 2024, DCA continued to meet its strategic priorities in all three intervention areas under its Fight Extreme Inequality goal. This was despite the ongoing shrinking of civic space and the everyday threats faced by civil society in the countries DCA operates, as well as the shift in geopolitical priorities that led to decreased funding. To adapt to this reality, DCA and its partners have conducted programmatic and advocacy work particularly focusing on the local level. In especially restrictive contexts, DCA focused further on protecting human rights defenders and activists. The monitoring and documentation work, which has been vital to pushing for justice and accountability, continued in 2024. DCA also continued to work with trusted local partners to promote human rights, enabling it to reach vulnerable groups in different contexts.

In the coming years, the restrictions to civil space, including online, are expected to further escalate and impact DCA's ability to support rights-holders and communities. While 2024 results showed increases in rights-holders' participation in decision-making processes, further reflection is required on how to sustain these and other achievements in fighting extreme inequality amid the growing global dominance of anti-rights narratives. To this end, DCA needs to consider how it can promote innovative and flexible models that will allow for sustainable support towards civil-society partners most affected by repressive regimes.

Change story – Fight Extreme Inequality

In **Cambodia**, advocacy by local partners to claim land rights led to long-term outcomes for local communities. Thanks to the ongoing engagement, local authorities in 12 villages acknowledged the importance of communal land title registrations for these communities. In response to requests from two communities, a provincial authority also granted land title and ownership to local families. Furthermore, local communities affected by environmental degradation caused by private-sector activities were granted reparations under the polluter pays principle, aligning with international and national law. For example, one sugar-production company agreed to pay reparations to affected local communities amounting to DKK 17.2 million, which will continue to be disbursed in 2025. Another agricultural company agreed to provide cash compensation to 12 indigenous communities affected by the loss of ancestral farmland, grazing areas, and forests due to land concessions granted to the company.

06.5: Create Engagement

06.5.1: Introduction to Create Engagement global goal

Engaging individuals, partners, and stakeholders in Denmark remains a cornerstone of DCA's work to foster people-to-people exchanges, strengthen public support, and secure diverse funding for its global goals: Saving Lives, Building Resilient Communities, and Fighting Extreme Inequality. DCA nurtures strong relationships built on shared values and co-creating solutions that empower people to act meaningfully on issues such as sustainable consumption and climate change.

In 2024, DCA deepened its public engagement in Denmark through strategic campaigns and partnerships, supported by its committed, value-driven constituency. As many as 14,390 individuals volunteered to support DCA's work in Denmark and the public in Denmark contributed a total of DKK 186 million for DCA's international work. At the same time, DCA recorded a substantial increase in public interactions on its social media and digital channels. The year also saw 360 tonnes of food waste rescued via DCA's Wefood stores and many people taking part in DCA's campaign to highlight the world's forgotten crises. DCA maintained a strong presence among decision makers and opinion leaders in Denmark and continued to actively shape the conversations on the country's international climate commitments and national development policy.

06.5.2: Long-term change 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.

• Intervention Area 10:

Action through donations, time and voice

To successfully engage the public in Denmark, DCA must be a widely recognised organisation with a strong brand awareness and a vibrant brand identity to stand out among other NGOs. In 2024, a survey showed 31% of respondents recognised DCA's name and logo unprompted, the same share as in 2023. Meanwhile 76% identified DCA when shown a list of Danish NGOs, placing DCA among the most well-known NGOs in Denmark, though it is a slight decrease compared to 80% in 2023. To maintain relevance and recognition in Denmark, DCA continued to build awareness, ensure visibility, and sharpen its distinctiveness.

DCA engaged the public in Denmark on humanitarian and development issues through communication and campaigns on DCA's website and social media platforms. This led to a remarkable increase in the number of digital interactions on these platforms, from 3.5 million in 2023 to almost 5.9 million in 2024. DCA's ability to communicate its engagement in crisis contexts such as Gaza, **Palestine**, and **Ukraine** in a timely and relevant manner had a significant impact on the increase in such interactions.

Throughout 2024, the public in Denmark also demonstrated its willingness to support people affected by new and ongoing conflicts. Engagement with DCA's content and donations remained high for the crisis in Gaza and grew again for the war in Ukraine. Danish media featured DCA's work in these contexts, helping to sustain public attention and support.

Recognising the increasing importance of balanced ethical and powerful communication for public engagement, DCA started implementing its organisational framework 'Balancing the Communication Paradox' to ensure that its communication about the people with whom it works remains nuanced. In 2024, accompanying guidelines on visual and written communication were developed through a cross-organisational consultative process and rolled out across the organisation.

Working with volunteers continued to be key to DCA's work to develop meaningful and relevant engagement and connect local actions among the public in Denmark with global initiatives. Moreover, it would not be possible to run the DCA second-hand and Wefood shops (see Section 6.5.3 for details) as well as the annual Parish Collection without volunteers who donated their time to DCA. In 2024, DCA's work was supported by 14,390 volunteers, which was an 8% increase compared to 2023. To remain attractive for volunteers, DCA coordinated with its volunteer advisory board Frivilligforum to develop a series of principles such as global compassion, sustainable action, and everyday community in order to strengthen the identity and culture of DCA volunteers.

DCA continued to engage private donors in Denmark through digital means and using schemes such as short-term sign-up and micro-donations. DCA also launched its new strategic action plan for targeted corporate partnerships, with the aim of enhancing the scope of corporate engagement and fundraising through the 'Invest in Women' campaign (see also Section 7.2). This campaign called on corporate partners to support DCA's women's economic empowerment work (see also Section 6.3.3).

06.5.3: Long-term change 11: Individuals and partners engage in sustainable consumption and global climate action together with DCA in Denmark.

• Intervention Area 11: Sustainable consumption and global climate action

Recycling and reusing, including buying second-hand items, continues to be popular in Denmark, both as a relevant choice of action for conscious consumers and as a business opportunity for commercial actors. DCA was a pioneer that established Denmark's first second-hand shop in 1973 to support its non-profit work worldwide. In 2024, DCA had 105 such shops across the country, run by DCA volunteers (see also Section 6.5.2). The number of shops decreased from 111 shops in 2023, due to the reduction of volunteers

in some areas. In 2024, these shops made a turnover of DKK 56 million through 794,350 transactions, and a basket size of DKK 70. This represents a 23% increase in turnover compared to the 2021 baseline.

DCA continued to be a clear voice in the fight against food waste in Denmark. DCA's Wefood stores sell surplus food that would otherwise be wasted, thus providing the public in Denmark with an opportunity to stop food waste locally while generating an economic surplus to help fight food insecurity globally. In 2024, Wefood entered into an extended partnership with Salling Group, Fødevarebanken (the organisation running food banks across Denmark), and Stop Spild Lokalt (a social enterprise aiming to reduce food waste). In total, DCA Wefood stores sold 360 tonnes of food that would otherwise have been wasted (see also Section 7.4) through 266,049 transactions. This is a decrease compared to 470 tonnes sold in 2023 due to larger competition, large partners closing storage facilities, and some partners opting for other ways to handle food waste where they still got paid for the food, instead of giving it away for free.

Working with people in countries worst affected by climate change provided DCA with a strong impetus to link local action with global impact. Creating this link was an integral part of DCA's Global Strategy and an important focus in its communication with the public in Denmark. Sustainability continued to be a core element in DCA's fundraising campaigns, including the long-standing 'Give a Goat' campaign, its thematic campaigns linked to Denmark's National Day against Food Waste, and campaigns to promote second-hand shopping. These actions contributed to 24% of survey respondents in Denmark recognising DCA as an organisation that takes strong action on sustainability and climate in 2024, the same as in 2023.

DCA is committed to facilitating the link between local action and global impact, not only through communication and campaigns but also through hands-on opportunities for the younger generations (see also Section 7.3). In 2024, 160 participants took part in DCA Go Global programmes, which organised 10 trips to DCA partners in **Cambodia, Nepal, Malawi, and Zambia**. The number of participants decreased compared to 2023 due to the cancellation of trips to Palestine following the escalation of the conflict in October 2023.

06.5.4: Long-term change 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.

- **Intervention Area 12: Influence on political decisions and priorities in Denmark**

DCA's engagement with decision makers and opinion makers in Denmark, along with its partners and alliances, led to 63

changes in policies, legal frameworks, actions, and practices in Denmark during 2024. While this was a decrease compared to the 80 changes achieved in 2023, the nature of changes achieved vary from one year to another and thus may not be directly comparable.

With the change in leadership and the appointment of a new Secretary General in 2024, DCA shifted its strategic priorities in press and communication. It took a more proactive approach towards setting the political agenda and participating in discussions on global development and humanitarian crises, both in Denmark and internationally.

As part of this strategic shift, DCA began monitoring media coverage by both its international name DanChurchAid and Danish name Folkekirkens Nødhjælp. DCA achieved 3,425 media mentions in 2024, which included 2,654 mentions in national and 871 mentions in international platforms. This was an increase compared to 2,560 media mentions achieved in 2023. Furthermore, DCA increased its strategic communication through the Secretary General's LinkedIn profile, where public statements have garnered over 610,000 views.

One of DCA's ongoing media initiatives was the forgotten crises narrative, which consistently emphasised the lack of international attention and funding for some of the world's most severe humanitarian crises (see also Section 6.5 change story). DCA also organised several press trips to highlight the impact of climate change in **Malawi and Zimbabwe**. These trips resulted in front-page stories in both Danish and international media outlets, including *Information* and *Le Monde*.

DCA maintained its strong advocacy work by actively promoting its work and agenda to the public in Denmark, the MFA, and members of Parliament. Most notably, in December 2024, DCA, in collaboration with the Danish Institute for International Studies and with a former minister and present member of Parliament as host, organised the conference 'Global Cooperation in a New Geopolitical Reality'. The event brought together civil-society voices from **Cambodia, CAR, and Uganda**, as well as businesses, investors, experts, and politicians. The conference was fully booked soon after registration opened, and the event succeeded in bringing together different perspectives into critical thematic discussions about Denmark's future development policy.

DCA also continued its climate-related advocacy work in Denmark. One of the highlights was the launch of the report 'Two Challenges, One Solution', which focused on the integration of climate-change adaptation and development action, and drew on DCA's partner experiences in **Ethiopia, Kenya, Nepal, and Uganda**. The report was launched with the Danish MFA, both in Denmark and in partner countries.

DCA, in collaboration with several partners, also hosted a high-level event about climate adaptation just before the Copenhagen Climate Ministerial, which brought together around 40 climate leaders and ministers from around the world to galvanise climate action ahead of United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP29) in 2024. Speakers at this event included the Danish Minister for Development and Climate Policy, and the UNFCCC Executive Secretary, and it sent out an important public message about the need for scaling up ambition on initiatives to promote climate adaptation.

06.5.5: Conclusion – Create Engagement

Throughout 2024, DCA continued to make significant progress in creating engagement in Denmark. This translated into an increasing number of partners and volunteers in Denmark and a remarkable increase in interactions with the public in Denmark on social media and other digital platforms. It is also reflected in an increase of 15% in total donations, compared to the 2021 baseline. DCA also engaged the public in Denmark by raising awareness and linking local action with global action on climate and sustainability through DCA's second-hand and Wefood stores.

However, DCA does not take this progress for granted. Throughout 2024, DCA built on the groundwork laid in 2023 for continuous engagement of individuals and partner organisations. This effort is reflected in the range of new ways that were developed to enable people to contribute to DCA with their time, donations, and voice. Guidelines for more balanced and nuanced communication were launched, and DCA demonstrated sustained, targeted advocacy and awareness-raising efforts among stakeholders in Denmark. Moreover, DCA continued to operationalise its brand platform and develop clearer communication and marketing tools to enhance its position as a well-known and influential organisation.

In 2025, DCA plans to continue strengthening its public engagement so as to further solidify its position in Denmark. Areas of increased focus will include corporate partnerships, reaching new segments of the public through campaigns and agenda-setting activities, and using sustainable consumption activities to engage new volunteers. ■

Change story – Create Engagement

Amid global attention fixed on conflicts in Gaza, Palestine, and Ukraine, millions of people affected by other crises are often forgotten. In 2024, DCA launched a campaign to shed light on the overlooked humanitarian crises in the **DR Congo, Sudan, and Syria**. Through creative initiatives, the campaign reminded the public and decision makers in Denmark of the people who continue to fight for their survival. To attract broader public interest and attention to these issues from different segments of society, DCA collaborated with a well-known Danish adventurer Morten Kirckhoff to produce a cookie called 'Huskekage' ('Reminder Cake'), which were sold by major supermarket chains Føtex and Bilka around Denmark. At the same time, popular musician JJ Paulo took part in the campaign by releasing a special cover song titled 'Glemmer du, så husker jeg' ('If You Forget, I Remember'). On the day of the Danish Parliament's opening in October 2024, DCA distributed the campaign cookies to politicians, urging them to set aside funds for forgotten crises: a proposal that has since gained traction resulting in public support and meetings with Parliamentarians and government officials. Overall, this campaign reached one million people in Denmark, with each exposed to DCA's messages on forgotten crises 3.5 times on average. Through media coverage, creative collaborations, and political advocacy, this campaign ensured that forgotten crises were remembered and that relevant action could follow.



07. Achieving Change Through Cross-Cutting Commitments

07.1: Introduction

In 2024, DCA continued and further integrated the three cross-cutting commitments related to gender equality, engagement of young people, and climate and environmental sustainability. As the contexts DCA works in became increasingly complex and entrenched in protracted conflict and crises, 2024 saw an increased focus on nexus-oriented programming and the application of the cross-cutting commitments in humanitarian and early recovery settings. Overall, the three commitments were integrated across all DCA programmes, partnerships, and its engagement with the public in Denmark. The cross-cutting commitments were fundamental to DCA's approach to ensure strategic

empowerment and support to the most marginalised individuals, combined with advocacy for equal, inclusive, environmentally sustainable solutions, and engagement of particularly the younger segments of the public in Denmark in support for these agendas.

07.2: Gender Equality

Of the 323 projects implemented by DCA and partners in 2024, 82% integrated gender equality: 12% of all projects had gender equality as a primary focus, while 70% mainstreamed gender. The overall share of projects integrating gender equality increased from 75% in 2023; however, the percentage

of projects with gender as a primary focus has decreased from 18%.

DCA enhanced its focus on partnering with women-led or women's rights organisations and supported them through access to influence, funding, and capacity sharing. Twenty-nine per cent of DCA projects in 2024 were implemented in partnership with women-led or women's rights organisations, slightly increasing from 27% in 2023. Furthermore, 6.2% of DCA's total international programme expenditure was transferred to women-led or women's rights organisations, compared to 5% in 2023. This was equivalent of 23.6% of all funds transferred to local and national partners, thus bringing DCA closer to its 25% target. In **DR Congo**, DCA promoted women's leadership in community peace structures and humanitarian coordination by training 80 women mediators and facilitating them to actively participate in local peacebuilding and conflict-resolution committees that led dialogues on land disputes and GBV risk mitigation, contributing to more gender-sensitive peace processes. In one province, women mediators successfully resolved land disputes between people and communities affected by displacement, preventing further tensions and displacement.

DCA also continued to foster women's economic empowerment, with 91 projects in 17 countries promoting women's economic empowerment. For example, in **Iraq, Kenya, Malawi, and Palestine**, women were supported to conduct income-generating activities or to create a business (see more on women's economic empowerment in Section 6.3.3).

To enhance DCA's institutional capacity and shared understanding of its organisational commitment to promoting gender equality, DCA launched an in-depth online training programme on the internal e-learning platform, Fabo, for DCA employees and partners. DCA also strengthened organisational capacity and internal learning on protecting and promoting the rights of people with diverse SOGIESC. With the support of an external consultant, DCA started an internal learning exercise on SOGIESC inclusion and studied two Country Programmes in depth. The focus on diverse SOGIESC was integrated into 36 projects across nine countries. In **Ukraine**, the psychosocial support programme 'Help the Helper' provided GBV-related services and other services to men from the LGBTQIA+ community. In **Cambodia**, DCA and partners trained citizen journalists and newsroom trainees on gender-sensitive reporting, including guidance on addressing issues related to LGBTQIA+ communities and the importance of inclusive, respectful reporting. DCA and partners in **Cambodia** acted against online violations of women's rights by producing a monitoring report on GBV against women journalists. The experiences and safety concerns of women journalists were publicly shared in awareness-raising campaigns.

Likewise, DCA continued to raise public awareness in Denmark of its support for women's empowerment. DCA developed and launched the campaign 'Invest in Women' for corporations who wished to contribute to women's economic empowerment (see also Section 6.5.2). Women's rights and the extent to which they are violated in conflict settings also played a vital role in DCA's campaign on forgotten crises (see also Section 6.5 change story), in which stories of GBV survivors in **DR Congo** were shared. DCA also publicly shared learnings from DCA's and partners' work to address GBV in **Nepal**, promote female entrepreneurship in **Uganda** and **Zimbabwe**, and support young women entrepreneurs in the West Bank, **Palestine**, to grow dates for the Danish market (see also change story in Section 6.3). Through these, DCA demonstrated to the public in Denmark how women's empowerment contributes to stronger communities across humanitarian and development contexts. In 2024, these initiatives resulted in 24% of the sampled population in Denmark perceiving DCA as an organisation with a strong focus on women's empowerment; this share was the same as in 2023.

07.3: Engagement of Young People

DCA continued to work with and for young people in 2024, engaging them as key actors in driving meaningful change. To strengthen its strategic focus on young people's engagement, DCA developed guidelines for DCA programme staff and partners in implementing projects focused on young people. Similarly, an internal task force was set up to gear the organisation to meet increasing demands for programming with and for young people. Globally, DCA supported young people in realising their potential through partnerships and innovations, empowering them with the skills and opportunities to drive positive change in their communities. In 2024, 25% of DCA's projects had young people as the primary identified group, compared to 32% in 2023. Twenty-four per cent of DCA's projects were conducted in partnership or collaboration with one or more young people's organisations, compared to 26% in 2023. These declines may partly be due to the current crisis in the Middle East and the fact that several Country Programmes had to reorient their work towards humanitarian assistance and mine action.

To strengthen resilience and economic empowerment, DCA focused on enhancing employability and entrepreneurship opportunities for young women and men in **Kenya, Syria, Uganda, and Ukraine**. This was achieved through, for example, technical and soft skills development, mentoring, or access to financial services. In **Ethiopia**, young people were supported with seed funding to implement their innovative business ideas, while in **Malawi**, efforts included financial-inclusion activities. Young people were increasingly engaged in climate and environmental action, including climate adaptation and awareness-raising activities in **Kenya** and

Nepal, and through waste-management activities in **South Sudan**. In **CAR, Zambia, and Zimbabwe**, young men and women's participation in decision-making structures and leadership roles was promoted, ensuring their voices were heard. In **Cambodia**, young people participated in awareness raising on rights and digital security. In **DR Congo and South Sudan**, young people engaged in peacebuilding, including conflict prevention and dialogue, to contribute to peaceful coexistence. In **Libya and Syria**, young men and women took part in psychosocial support activities to enhance their psychological well-being. Young people engaged in protection activities in **DR Congo**, where GBV poses a significant threat to many women's and girls' well-being. In **Libya and Ukraine**, young people received EORE about the dangers of ERW, and in **Mali**, digital platforms were used for EORE (see change story in Chapter 8).

In Denmark, 4,280 young people engaged with the work of DCA and its partners in 2024, slightly fewer than the 4,343 young people in 2023. Through the DCA school programme, young people in Denmark visited partners in **Cambodia, Malawi, Nepal, and Zambia**, and DCA facilitated visits from partner countries to school partners in Denmark (see also Section 5.5.8). The exchanges aimed to strengthen relationships between schools and partner organisations, and the visits increased mutual knowledge and engagement. In 2024, DCA launched new types of engagement activities for new partners, such as boarding schools in Denmark, including online teaching material that connected food waste in Denmark with global climate change and declining food security. DCA also developed a creative teaching programme in collaboration with a DCA second-hand shop, which taught students about sustainable consumption, global development, and upcycling.

DCA established a new network for young people aged 18-30 in Denmark to engage them in global issues and sustainable actions. The network conducted activities with political appeal (e.g. at the annual Folkemødet [the People's Meeting] that provides a unique platform for debate among citizens, politicians, private sector, and NGOs), in sustainable fashion and recycling (through the 'WeCraft' initiative at DCA second-hand shops), and fundraising (through the Coffee Truck initiative, where volunteers sell coffee at festivals in Denmark in support of DCA's work). In 2024, more than 100 volunteers were involved in the network's activities, and 11,369 young people learned about DCA.

07.4: Climate and Environmental Sustainability

Progress on the integration of climate and environmental action continued in 2024, with 46% of projects across DCA's three global goals integrating action to address climate and environmental challenges, slightly up from 43% in 2023. This was most evident under the Build Resilient Communities goal,

with 78% of projects integrating climate and environmental objectives, but also under the Save Lives goal, where 27% of projects integrated climate and environmental actions. Moreover, 40% of all DCA projects conducted environmental and social risk assessments in 2024, significantly increasing from 20% in 2023. This shows how DCA is advancing on this cross-cutting commitment in fragile contexts, although work still must be continually enhanced.

Humanitarian response approaches such as sclr, GCTs, and Cash for Work were used to support climate adaptation and environmental sustainability objectives in 2024. For example, in **Kenya**, communities affected by 2024 floods were funded through a sclr approach to restore landscapes and plant trees in order to improve environmental resilience and prevent future flooding. In **Mali**, community-based climate initiatives, identified through community-led risk and vulnerability assessments, were implemented through Cash for Work. In **Nepal**, GCTs were proactively used ahead of an impending flood disaster, building on the development of anticipatory-action protocols (see also Section 6.2.3). These examples highlight how DCA integrated climate and environment objectives into existing ways of work to address immediate needs and link humanitarian responses to long-term adaptation. At the same time, these approaches promote community access to finance, which can inform future mechanisms to ensure that communities have more direct access to climate finance.

In 2024, climate resilience and environmental sustainability were incorporated into livelihoods projects in **CAR, DR Congo, Ethiopia, Kenya, Lebanon, Mali, Palestine, South Sudan, and Uganda**. In these countries, DCA and partners helped implement agroecology and other climate-resilient practices such as the production and use of biofertilisers, agroforestry, and water-saving irrigation techniques. Another way in which DCA and partners supported green income-generating opportunities was through integrating waste management in nine Country Programmes, including upcycling of textile waste and addressing food loss and waste (see Sections 6.3.2 and 6.3.3).

In **DR Congo and Syria**, DCA introduced measures to reduce the environmental impact of shelter initiatives, for example, by prioritising locally sourced and sustainable building materials. In **Iraq**, DCA and partners, in collaboration with a local university, developed a methodology to assess the carbon footprint of humanitarian mine action operations and identified measures to reduce GHG emissions related to humanitarian mine action. DCA also promoted climate objectives through humanitarian responses by supporting the installation of solar-energy systems in **Libya and Ukraine**. In Libya, solar-energy powered health facilities affected by Storm Daniel, while in Ukraine, it supported the operation of a wastewater pumping station. In this way, DCA addressed

damages to infrastructure while avoiding GHG emissions from fossil fuels.

To improve DCA's approaches in contexts affected both by conflict and climate change, two studies were conducted to unpack the interlinkages among climate change, violent conflict, and other socio-economic vulnerabilities. One study focused on **Ethiopia** and **South Sudan** (see also Section 6.2.3). Another study in **Mali** explored the triggers of migration and displacement, quantified economic and non-economic climate-related losses and damages, and identified programmatic action and policy pathways to address losses and damages and strengthen resilience in fragile and conflict-affected contexts. Both studies provided evidence for DCA's initiatives to garner political support for increasing climate and humanitarian funding.

Meanwhile, DCA's related work in Denmark centred on food and textile waste (see also Section 6.5.3). Besides DCA's Wefood stores selling 360 tonnes of food otherwise classified as waste, the opening of a new sorting facility for clothes donated to DCA improved the logistics of sorting and distributing textiles to DCA second-hand shops and partners. Moreover, communal eating events, upcycling events for young people, both broad and targeted digital communication and campaigns on food systems and second-hand treasures helped engage the public in Denmark on climate and sustainability issues, connecting local climate-change action in Denmark with DCA's global climate and environmental sustainability work.

07.5: Conclusion

Applying the three cross-cutting commitments of gender equality, engagement of young people, and climate and environmental sustainability across DCA's work was a key priority in 2024. Results under the three commitments show a general increase in achievements, and DCA is on track to achieve the planned objectives and document the results. In 2024, there was a strong focus on conducting relevant studies to inform DCA's work going forward and to enhance its and partners' knowledge and capacities to address issues such as inclusion of people with diverse SOGIESC and economic and non-economic climate-related losses and damages. DCA further strengthened its capacity to strategically empower and facilitate the leadership of young people and women and integrate climate and environment considerations across the triple nexus. DCA also strengthened its recognition in Denmark as an organisation that contributes to environmental sustainability, acts against food waste, and creates spaces for the voices of young people and women to be shared as role models for sustainable change.

In 2025, DCA will further prioritise actions to empower women and young people as well as people with diverse SOGIESC. It will build on the results and learnings from 2024 to ensure that the cross-cutting commitments remain prioritised in fragile and conflict-affected contexts. ■

Change story – Cross-Cutting Commitments

In **Zimbabwe**, DCA promoted the participation of young people in conflict resolution and inclusive decision-making to mitigate the risk of their participating in violent conflict. The young people were trained in conflict resolution and facilitating dialogues with duty bearers to influence policy reforms that promote social cohesion and economic empowerment benefitting young people. The project resulted in the establishment of Youth Peace Committees which were pivotal in driving peacebuilding and social accountability initiatives in the project areas. In addition, DCA's partner implemented an inclusive local governance project in Harare City to enhance young men's and women's participation in climate-change policy development and environmental management. The project resulted in the co-creation of a climate and environmental policy for Harare, which is to undergo a validation process in 2025.

08. Fit for Purpose

08.1: Introduction

In an increasingly complex and challenging humanitarian and development landscape, DCA continued to work on its commitments to remain fit for purpose throughout 2024. It set up processes to optimise DCA's organisational structures and workflows and to strengthen its information technology (IT) infrastructure to enhance overall efficiency and responsiveness. DCA continued to invest in understanding how it can remain an attractive and inclusive workplace for its employees. Furthermore, DCA reinforced its risk-management framework to better anticipate and mitigate possible risks that could have significant repercussions for the organisation. Improvements were also made to DCA's quality management and accountability practices that are crucial for upholding relevant standards when delivering assistance. DCA's performance in meeting its financial sustainability targets was continuously monitored, while important strides were taken to attract innovative financing for development. Even in difficult operational contexts, DCA promoted innovation in its projects and developed a cross-organisational Learning Framework to foster a culture of learning. Finally, DCA's work to remain fit for purpose was driven by its commitment to environmental sustainability, integration of greener practices into DCA operations, and refining its approach to measuring value for money across the organisation, ensuring that every resource is used effectively to maximise impact for the communities that DCA serves.

08.2: Organisation and Structure

In every annual budgeting and planning cycle, DCA COs and all HO units assess their respective structures, competences, and workflows and adjust where needed and possible. Recognising that such assessments and adjustments could be more systematically undertaken, DCA set up two taskforces in 2024: the CO Core Setup Taskforce and the

Matrix Management Taskforce. Both taskforces are motivated by DCA's strategic commitment to continually review and adjust its organisational setup and ways of working to reinforce organisational agility and efficiency.

The **CO Core Setup Taskforce** reflects the funding fluctuations often faced by COs, which lead to shifts in their capacities and competencies to deliver on DCA's strategy and compliance standards. The taskforce aims to identify minimum core functions and competencies that are needed to run a CO efficiently, effectively, and impactfully and develop guidelines. It considers evolving country and global contexts, ensures alignment with DCA's Global Strategy, policies, and procedures, and compliance with donor requirements.

The **Matrix Management Taskforce** focuses on strengthening workflows that involve different HO units and COs. This taskforce aims to clarify roles, mandates, and responsibilities in workflows to increase accountability, improve coordination, and generate constructive collaboration, while considering the different competencies and capacities at CO level and HO advisory functions.

DCA established its Internal Audit Unit in 2024 but realised that it was not suited to the organisation. It therefore sought external consultancy support to inform a discussion with the DCA Board to follow a different model with stronger mechanisms for risk and compliance control through selective external support. DCA is now designing its Risk and Compliance Control Unit to strengthen DCA's internal control systems, including governance and accounting processes. A concrete action plan and implementation will be budgeted for in 2026.

IT infrastructure and solutions are essential for DCA to

stay fit for purpose. Following the reorganisation of the IT Operations team in 2023, improvements continued in 2024, in cloud computing, digital security, applications and service management, endpoint management, and support across the organisation. These further increased DCA capacity and efficiency and optimised operations. DCA also delivered three planned systems/solutions under the IT strategic focus areas of DCA's Global Strategy.

- DCA acquired the 'Cyber Security Essentials' accreditation, following strong progress to enhance digital security.
- A solution was found to improve the document workflow handling system, identified in DCA's Global Strategy, in an intentionally downscaled version for document handling specifically in finance processes and systems, which was the original core use case.
- A new system to handle the annual Parish Collection was implemented in 2024, leveraging new technology. It created value through the smarter use of data.

On DCA's commitment to create impact through data: the data and reporting platform set up in 2023 was further strengthened in 2024 through the formation of a cross-organisational Centre of Excellence for Data and Reporting, governed by a steering committee with participation of DCA senior management. This has furthered DCA's efforts to use data-driven analysis, big data, and disruptive technologies.

08.3: Competences and Capacity

As part of DCA's continuous commitment to being an attractive and inclusive workplace with good employee well-being, DCA carried out the 2024 Employee Satisfaction Survey (ESS2024) across the entire organisation, including all 17 COs. The ESS2024 included questions about diversity, inclusion, and belonging. 77% of DCA employees responded. The survey results highlighted:

- A high score of 87 out of 100 for engagement, which shows employees' motivation and enthusiasm working for DCA.
- Employees' good relationship with their immediate managers registered a high score of 86 out of 100.
- A strong sense of belonging was reflected in employees feeling they were respected and accepted at work, with a score of 83 out of 100.

The scores for 'demands of the work' continue to require attention, with low scores of 60 and 61 out of 100, respectively, for the following two statements: 'I rarely experience stress that makes me uncomfortable' and 'I rarely experience my work as emotionally stressful'. Addressing both workload-related and emotional stress will thus continue to be a priority for DCA.

Following the ESS2024, all HO units and COs developed Individual, Group, Leader, and Organisation Action Plans for

ensuring staff well-being. This has contributed to greater attention to and dialogue about well-being between managers and employees.

DCA also continued its strategic commitment to leadership development in 2024 through its two leadership development programmes: the Leadership Diploma and the Global Leadership Training. As of 2024, 50% of all Country Directors and HO middle managers completed the Leadership Diploma, while approximately 50% of Heads of Function in COs and HO Team Leaders underwent the Global Leadership Training.

The share of DCA staff who have been employed for three or more years is used as the employee retention rate. DCA aims to achieve a retention rate of 60% by 2026. Out of the HO employees and international employees in COs (excluding student assistants and telemarketing operators) employed in 2020, 56% were still employed as of 1 January 2024. Out of the employees employed in 2021, 45% were still employed as of 1 January 2025. The fluctuation in the retention rate reflects the high turnover in international employees in COs, and especially international employees on project-based contracts.

08.4: Risk Management

In 2024, DCA continued to improve its risk-management framework in line with its strategic commitment to have a balanced and efficient risk-management approach across contextual, programmatic, and institutional levels. Guided by the consultations with the DCA Board and colleagues, four key improvements were introduced. First, reputational and strategic risks were added as distinct risk types, while political and financial risks were integrated more explicitly into strategic and fiduciary categories. Second, a clearer distinction between risk owners and action owners was operationalised. Risk owners (i.e. Heads of Unit and Country Directors) are now accountable for overall risk oversight, while action owners (various) focus on implementing controls. Risk registers were updated to reflect this ownership structure across the organisation. Third, DCA refined its methodology by differentiating between inherent and residual risks, which will give a clearer view of the effectiveness of mitigation efforts. Finally, definitions of impact and likelihood were sharpened following expert consultations to ensure greater consistency in risk assessments across the organisation. These updates were rolled out through various meetings held across HO and COs. Together, they strengthened DCA's ability to identify, analyse, and manage risks in a more systematic and accountable manner.

In 2024, DCA HO's main risks included compliance challenges (e.g. related to EU General Data Protection Regulation), reputational exposure from public statements, and strategic shifts in donor priorities. Across COs, the

most prevalent risks related to safety and security, limited operational access, and financial mismanagement by partners. All 'very high' residual risks identified in 2024 were addressed in accordance with DCA's risk-management system, maintaining the organisation's consistent record of following up on such risks.

08.5: Quality Management and Accountability

In 2024, DCA underwent a mid-term organisational review by its largest donor, the Danish MFA, for the Strategic Partnership Agreement period 2022-2025 (see also Chapter 4). Overall, the review found DCA to be a highly professional organisation that 'walks the talk' by consistently implementing strong global policies to guide its approach to partnerships, climate and environmental sustainability, gender, and risk management. The review resulted in 11 recommendations for DCA to focus on in the remainder of the Strategic Partnership Agreement period. Among other things, the recommendations concerned strengthening of DCA's Monitoring, Evaluation, Accountability and Learning (MEAL) Framework, fostering greater awareness of greening practices among DCA's partners, and greater integration of a Value for Money (VfM) Approach in all collaborative efforts.

Furthermore, DCA went through the Core Humanitarian Standard (CHS) Re-certification Audit in 2024 and was recertified by the specialised audit organisation, the Humanitarian Quality Assurance Initiative. The audit identified areas for improvement in how DCA engages with partners and communities. These included ensuring that programme commitments are consistently aligned with partners' capacities, improving how information about DCA and employee conduct is shared with communities, and strengthening the consistency of accountability and complaints mechanisms, including those related to protection from sexual exploitation, abuse and harassment. DCA will address these issues by strengthening partner assessments, enhancing community communication, and reinforcing accountability systems and training across its operations. DCA continued to follow up and address the very-high-risk recommendations generated from these and other audits through systematically managing the cross-organisational Recommendation and Requirement Overview tool.

DCA is committed to creating a safe, inclusive, and respectful environment for everyone by addressing any breaches of the DCA Code of Conduct and related policies, as well as preventing any abuses or violations of DCA integrity commitments. In 2024, DCA decided to manage the whistleblower scheme in-house alongside its existing complaints system. A new reporting platform with separate channels for the complaints system and whistleblower scheme was put in place to foster learning and synergies between the two schemes. The new Complaints Policy

and the new Whistleblower Scheme Policy were released, and the new system was rolled out. Dedicated quarterly meetings with DCA's Complaints Focal Points in COs ensured effective communication, monitoring, and alignment with organisational policies and follow-up on information-sharing with community members to improve their awareness about the Code of Conduct, complaints mechanisms, and expected behaviours of DCA employees.

To uphold its integrity and transparency commitments, DCA also shared data on operational and sensitive cases in its annual Complaints Report. The 2024 report indicated that there were 56 sensitive complaints received and handled at the HO, compared to 55 in 2023. This suggests that DCA's complaints system has entered a mature phase, following ongoing DCA efforts to review policies and increase awareness at all levels of the organisation. It should be noted that the in-house whistleblower scheme was launched in mid-November 2024; hence, it did not impact the 2024 data. In 2024, DCA COs and partners received 4,312 operational complaints, most of which were requests for support and minor operational complaints.

08.6: Financial Sustainability

For the period 2023-2026, DCA has set the following four financial targets to sustain its long-term development:

1. Turnover increases by an average of 5% per year during the period
2. Yearly surplus is 1% of annual turnover
3. Solidity ratio is at least 25% by the end of the period
4. Liquidity ratio is at least 130% by the end of the period

In 2024, DCA's annual turnover increased by 0.1%. This was a slowdown compared to the 5.2% increase in 2023, mainly due to operational delays in implementing activities, reflecting the increase in the current liability (deferred income). The yearly surplus stood at DKK 3.4 million in 2024, corresponding to 0.3% of the annual turnover. The surplus was below the budget, mainly due to inflation on the organisation's costs only partially compensated by an increase in the organisation's income. The solidity ratio decreased from 24.6% in 2023 to 18.8% in 2024, driven by an increase of the total assets of DKK 238.7 million, which was driven by new grants signed. The liquidity ratio decreased from 131.1% in 2023 to 121.6% in 2024, affected by an equivalent growth of both current assets and current liabilities, which deteriorated the ratio between the two.

08.7: Innovative Financing for Development

In alignment with DCA's Global Strategy, significant progress was made in 2024 towards attracting innovative financing for development and advancing climate-smart initiatives. A key achievement was the establishment of a blended finance

modality that leveraged DCA's own funds to mobilise private-sector and philanthropic capital. The modality was designed to de-risk financing for smallholder farmers and micro- and small enterprises, especially those led by women and young people. In its initial phase, the modality complemented existing donor-funded projects and DCA Innovation Fund grants (see also Section 8.8), thereby enhancing the overall impact and sustainability of DCA's development interventions. In collaboration with financial service providers, impact investors, and private-sector partners, this modality will allow DCA to further scale climate-smart and gender-inclusive financial solutions, strengthening the climate and economic resilience of women and young people and improving food security.

08.8: Innovation

In 2024, DCA introduced clearer criteria for what counts as 'innovation' in its projects. As a result, 2024 data are not directly comparable with that from previous years. In 2024, DCA integrated locally led innovation across 124 projects. Out of these projects, 10% included innovative tech solutions to promote human rights and democracy, a significant decrease of tech innovation for this purpose from 24% in 2023. The new stricter definitions meant that only projects meeting specific tech-innovation criteria were counted. Overall, 23% of all DCA's projects tested an innovative approach, method, or technology to reach DCA's global goals, also decreasing from 39% in 2023. Despite this decrease, DCA's innovation portfolio enhanced the impact of its programmes. It also built a robust foundation for sustainable, technology-driven humanitarian and development responses, as well as improved efficiency, expanded civic space, and supported accountable democratic governance. For example, in **CAR**, partners pioneered a gender-transformative approach by integrating positive masculinity training for men and boys. This approach proved effective in challenging entrenched gender norms and reducing instances of GBV, thereby contributing to improved community resilience.

The DCA Innovation Fund funded 10% of DCA's global innovation portfolio in 2024. With this funding, DCA in **Zimbabwe** piloted a digital training manual with local peace committee members to strengthen civil-society resilience and enabling the committees to access hard-to-reach areas. In **South Sudan**, collaborations for locally led innovation resulted in community actions led by young people to shift waste-disposal norms. In 2025, DCA will adjust the Innovation Fund structure to offer more support for innovation processes to COs and partners. The new structure will be based on portfolios to support strategic investments focusing on innovative finance- and technology-related challenges within shrinking civic space. At the same time, DCA will continue with a more flexible modality to support programming agility and relevance.

08.9: Learning

During 2024, 15 out of 20 Action Guides – tools to ensure streamlined approaches to programmatic areas across DCA – were updated with a stronger focus on learning and applicability on the ground. Also, digital learning sites were developed on cross-cutting topics such as food systems, agroecology, gender, innovation, and procurement and made available to DCA and partners through the Fabo internal e-learning platform.

At the CO level, several COs reported on cross-context and community learning on climate resilience and climate-smart solutions, agroecology, and sustainable farming practices (**Cambodia, Ethiopia, Iraq, Nepal, South Sudan**). Other COs emphasised the use of digital tools and platforms for knowledge sharing and learning on a variety of topics including entrepreneurship and business incubation (**Kenya**), human rights education (**Cambodia**), and peacebuilding (**Zimbabwe**). Learning and co-creation with partners through joint planning and project implementation was also underlined (**Mali, Palestine, Uganda**).

DCA adopted its first organisational MEAL Policy in 2024 to formalise principles, standards, and processes to promote continuous learning and innovation. The DCA Learning Framework was approved in late 2024. The Framework included recommendations to improve learning across the organisation, such as improving the navigation and accessibility of the Fabo platform, incorporating learning components in regular monthly and department meetings, and harvesting learning from the various reporting procedures across DCA. DCA will further develop the Learning Framework in 2025 to continue systematising and improving how learning is operationalised in the organisation.

Ensuring employees' access to professional learning opportunities is important for enhancing DCA's attractiveness as a workplace. The ESS2024 recorded a score of 74 out of 100 on the statement 'I have opportunities for development'. DCA considers this a good result but remains committed to prioritising employees' professional development. In 2024, for example, special webinars were held targeting managers to ensure they were equipped to facilitate annual Employee Development Reviews, which include discussions about individual employees' learning and professional development needs. To strengthen organisational learning and exchange, DCA also continued the 'Bring-Your-Desk' scheme, providing employees the opportunity to temporarily relocate to another DCA office. In 2024, this scheme was used by colleagues from Cambodia and CAR to work in DCA HO and one HO colleague to work in Iraq CO for approximately three weeks, thereby enhancing understanding of different job functions across the organisation.

08.10: Environmental Sustainability

DCA updated its Climate and Environment Policy in December 2023, setting among others, an organisational objective to reduce by 2030 its carbon footprint by 46.2% compared to its emissions in 2019. This target is inspired by the Science Based Targets Initiative to support the UNFCCC Paris Agreement mitigation goal. In 2024, action towards DCA's 2030 reduction target started in DCA's operations, both in Denmark and internationally.

According to DCA's carbon footprint baseline, around 21% of its estimated emissions in 2019 (597 tonnes of carbon dioxide equivalent) correspond to emissions from electricity consumption. Therefore, in 2024, DCA focused on implementing energy-efficiency measures in its second-hand shops in Denmark and designing a strategy to switch to renewable-energy sources in its carbon-intensive offices. Energy-efficiency measures, such as switching to LED lighting, were implemented in 33 out of 106 second-hand shops, in collaboration with DCA volunteers. This will not only reduce DCA's emissions but also reduce the running costs of its second-hand shops, creating savings for DCA. Outside Denmark, DCA operated in contexts with high-carbon-intensity electricity and unreliable access to electricity grids, thus often had to use diesel generators. DCA conducted a study to assess the economic and technical feasibility of introducing renewable-energy systems into offices in **CAR, Ethiopia, South Sudan, and Zimbabwe**. The analysis showed that solar solutions are technically feasible in all selected COs and have a payback period between 2.8 and 4.7 years. These findings will inform relevant investments in 2025 and beyond.

A variety of measures were also taken at CO level, such as turning kitchen waste into compost in **Nepal** or establishing a committee to promote a green office in **Ethiopia**.

During 2024, data on DCA's carbon footprint was collected from all COs and operations in Denmark. The data will be consolidated in 2025 to inform the development of action plans and reporting on DCA's carbon footprint.

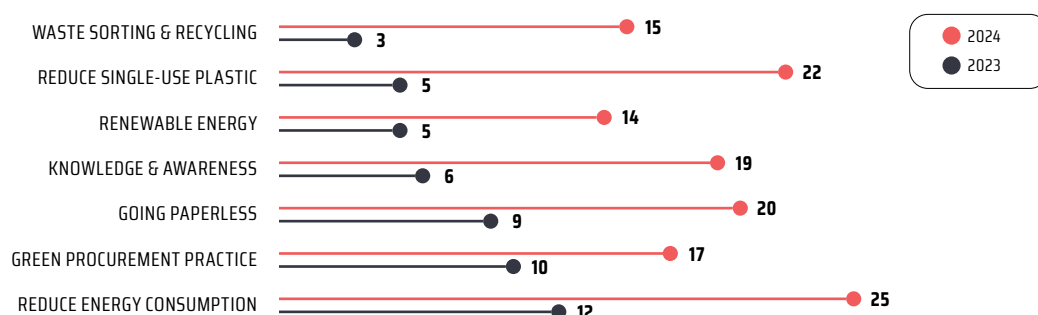
Between 2022 and 2024, DCA compensated for its historical emissions of 165,000 tonnes of carbon dioxide by supporting certified community-based forest restoration and agroforestry projects in **Uganda**, which also brought climate-adaptation co-benefits for communities. Through these projects, DCA compensated for its annual carbon-dioxide emissions from 2023 HO air travel.

08.11: Procurement

Procurement and logistics are important aspects of the climate agenda and reducing DCAs carbon footprint. To facilitate positive changes, DCA HO sought to create awareness and make resources and information available online. In 2024, three initiatives were conducted. One of these was the Green Round Table Talks, in which 116 participants from DCA COs and implementing partners took part. Topics covered included the 'Green Your Office' inspiration site, sustainable fleet management, and DCA green resources available on the Fabo e-learning platform. Likewise, HO also contributed to the DCA 2024 data collection on COs' carbon footprint, to ensure that procurement baseline data was included. Further, a 'SAY NO – to single-use plastic bottles' campaign was launched.

The increased communication, dialogue, awareness creation, and capacity sharing facilitated by HO started to yield results. In 2024, DCA COs reported a total of 136 green initiatives, a 178% increase from 2023. The green initiatives reported by COs are divided into seven categories, as shown in Figure 8.1.

FIGURE 8.1: CATEGORIES OF 'GREEN' INITIATIVES AT DCA COs IN 2024 VS. 2023
SOURCE: DCA COs' ANNUAL REPORTS 2024 AND HQ PROCUREMENT & LOGISTICS DATA



Fifteen out of 17 COs implemented initiatives to reduce single-use plastic and energy consumption in 2024, a threefold increase from 2023. Also, only one CO reported that it had no green initiatives, a reduction from four COs in

2023. Overall, DCA COs have taken significant steps towards becoming greener in its procurement and logistics practices in 2024, and DCA will continue this journey in 2025.

8.12 Value for Money

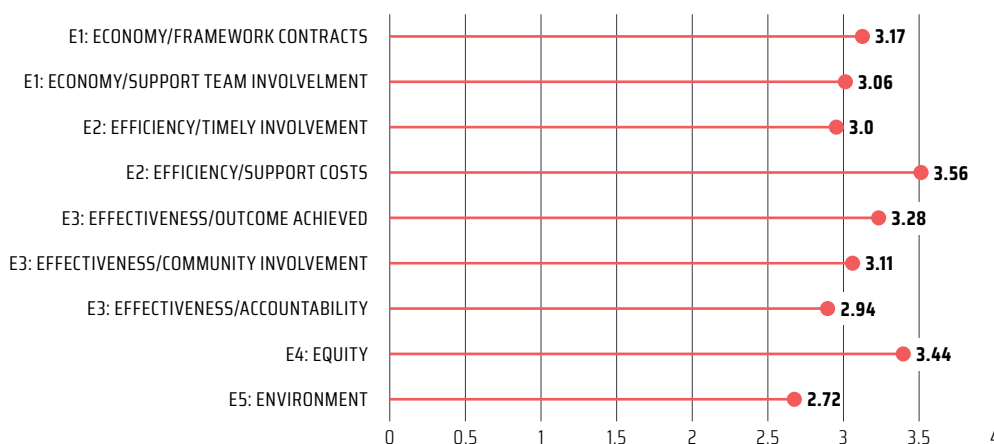
DCA is committed to measuring the VfM of its operations and adjust these in response to evolving needs. DCA has developed an approach to measure its VfM in the countries where it operates, focusing on economy, efficiency, effectiveness, equity, and environmental sustainability (the 5Es). In 2024, each DCA CO conducted a workshop

to self-assess their performance according to the 5Es by involving respective Country Directors and colleagues from programme, MEAL, and support functions. Across all COs, the average DCA VfM score stood at 3.14 out of 4 on all 5Es combined. Figure 8.2 shows average scores for each of the 5Es.

FIGURE 8.2: AVERAGE VALUE-FOR-MONEY SELF-ASSESSMENT SCORES FOR THE 5ES

NOTE: SCORES GIVEN BY DCA COs IN THEIR VALUE-FOR-MONEY SELF-ASSESSMENTS, ON A SCALE OF 1 (NOT AT ALL/VERY LITTLE) TO 4 (TO A CONSIDERABLE EXTENT, COVERING ALL/MOST IN A SYSTEMATIC WAY).

SOURCE: DCA CO ANNUAL COUNTRY PROGRAMME REPORTS 2024.



Main areas for improvement highlighted by the VfM workshops included the need to involve colleagues in support functions throughout project design and follow up more closely on project workplans to avoid delays and underspending. Moreover, accountability mechanisms should be further extended to communities to increase awareness and accessibility. Programmes could better address climate change and protect and restore the environment, especially in COs focused on humanitarian action. While insecurity and the lack of funding were underscored as the main reasons for limited integration of climate and environmental components in COs, all COs highlighted initiatives in programmes or operations towards better environmental outcomes. Since there are significant differences between the contexts in which COs operate, the analysis based on average scores has its limits. Nonetheless, it helps to identify areas of improvement and trends across DCA. Such VfM self-assessment exercises will be conducted on a yearly basis in all COs, and comparisons over time will inform recommendations and support monitoring of progress in the 5Es.

08.12: Conclusion

DCA's 2024 achievements to meet its strategic commitments enhanced the organisation's overall capacity to adjust and continue to be fit for delivering humanitarian and

development assistance in dynamically evolving environments. The setting up of relevant taskforces will provide more systematic guidance for DCA COs and HO units in assessing organisational structures, competences, and workflows in the annual budgeting and planning cycle. The delivery of three new IT systems/solutions in 2024 also demonstrates improvements in the DCA's IT operational capacity to streamline and optimise relevant processes. The ESS2024 and follow-up with Individual, Group, Leader, and Organisation Action Plans helped DCA to grow as an attractive and inclusive workplace. Improvements to the DCA risk-management framework enhanced DCA's ability to evaluate and address risks in a more systematic and accountable manner. The mid-term organisational review by the Danish MFA and the CHS Re-Certification Audit that DCA underwent in 2024 also generated important learnings to improve policies and practices, including those related to quality management and accountability. The adoption of the organisational MEAL Policy and Learning Framework represented two important developments towards improving and systematising learning in DCA. DCA also took significant steps to enhance its environmental sustainability and greening actions in all COs and operations in Denmark and to monitor its cross-organisational carbon footprint in 2024.

The year 2024 was a challenging one for DCA to meet its strategic financial targets. Despite the difficulties, DCA

continues to have a solid financial basis and is committed to improving its key financial performance indicators to maintain financial robustness in an increasingly challenging environment. Similarly, 2024 results reveal that it was a stagnant year for innovation at DCA. While the release of stricter guidelines on what counted as innovation ensured more accurate data collection, the reductions in innovation targets also reflected a general reduction of funding available for innovation-focused projects.

Further diversifying the funding base and attracting funding for innovative solutions remains a priority for DCA. The new

blended finance modality introduced in 2024 will serve as a basis from which DCA will test and refine its approaches to attracting innovative financing to strengthen the sustainability and scalability of its programming. Similarly, the roll-out of DCA's VfM approach across all COs generated findings from which DCA will continue improve the economy, efficiency, effectiveness, equity, and environmental sustainability of its operations. ■

Change story – Digital Innovation in Humanitarian Mine Action in Mali

DCA **Mali** made substantial progress in leveraging digital technology to enhance community safety in challenging environments. The pioneering EORE Chatbot developed by DCA now delivers EORE in six local languages, incorporating audio to ensure that even non-literate community members can access life-saving information. The EORE Chatbot expanded its reach among young people, in part thanks to UNICEF promoting the tool via its U-Report digital community platform, which seeks to empower young people to learn and share their opinions about issues affecting them. The scaling of EORE Chatbot ensured the timely dissemination of critical safety messages. It has enabled real-time risk education and interactive engagement, resulting in measurable reductions in risk exposure and improved community responsiveness. By streamlining communication and enhancing access to essential information, the EORE Chatbot reinforced humanitarian mine action programming and helped enhance local safety in the communities.

09. ANNEX 1:

Abbreviations

ACT	Action by Churches Together
CAR	Central African Republic
CHS	Core Humanitarian Standard
CO	Country Office
CSO	Civil Society Organisation
C4C	Charter for Change
Danida	Danish International Development Assistance
DCA	DanChurchAid
DKK	Danish Kroner
DRC	Democratic Republic of the Congo
ECHO	The European Commission's Civil Protection and Humanitarian Aid Operations Department
EORE	Explosive Ordnance Risk Education
ERW	Explosive Remnants of War
ESS	Employee Satisfaction Survey
EU	European Union
EU INTPA	EU Directorate-General for International Partnerships
FAO	Food and Agriculture Organisation of the UN
FCDO	Foreign, Commonwealth and Development Office of the United Kingdom
GBV	Gender-Based Violence
GCT	Group Cash Transfer
GHG	Greenhouse Gas
HMA	Humanitarian Mine Action
HO	Head Office
HRBA	Human Rights-Based Approach
ICBL-CMC	International Campaign to Ban Landmines – Cluster Munition Coalition
IDP	Internally Displaced Person
INGO	International Non-Governmental Organisation
IT	Information Technology
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual and more.
MEAL	Monitoring, Evaluation, Accountability and Learning
MENA	Middle East and North Africa
MFA	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PANEL	Participation, Accountability, Non-Discrimination, Empowerment and Linking to Human Rights Law
sclr	Supporting Community-led Responses
SIDA	The Swedish International Development Cooperation Agency
SOGIESC	Sexual Orientation, Gender Identity, Gender Expression, and Sex Characteristics
UN	United Nations
UNFCCC	United Nations Framework Convention on Climate Change
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
UNOPS	The United Nations Office for Project Services
US	United States
USAID	United States Aid for International Development
VfM	Value for Money
WASH	Water, Sanitation and Hygiene



DanChurchAid
Meldahlsgade 3, 3. & 4. floor
1613 Copenhagen V
Denmark

Telephone +45 33 15 28 00
mail@dca.dk

www.nødhjælp.dk
www.danchurchaid.org