DanChurchAid

Updated International Strategy

2015 - 2018

List of abbreviations

AC	Active Citizenship
ACT	Action by Churches Together
BCG	Boston Consulting Group
CA	Christian Aid
CCM	Convention on Cluster Munitions
C4C	Charter for Change
CHS	Core Humanitarian Standard
CO	Country Office
CP	Country Programme
CSO	Civil Society Organisation
DCA	Dan Church Aid
DKK	Danish Kroner
EU	European Union
FBO	Faith Based Organisations
GHA	Global Humanitarian Assistance
GOAT	Getting Our Act Together
HA	Humanitarian Action
HAP	Humanitarian Accountability Partnership
HMA	Humanitarian Mine Action
HO	Head Office
HRBA	Human Rights Based Approach
ICBLCMC	International Campaign to Ban Landmines and the Cluster Munitions Coalition
IDP	Internal Displaced People
IFU	Danish Investment Fund for Developing Countries
ISOBRO	Indsamlingsorganisationernes Brancheorganisation
L2GP	Local to Global Protection
MBT	Mine Ban Treaty
NCA	Norwegian Church Aid
NGO	Non-Governmental Organisations
ODA	Official Development Assistance
PPM	Programme and Project manual
RtF	Right to Food
SC	Safer Communities
SDGs	Sustainable Development Goals
ToC	Theory of Change
UN	United Nations
UPR	Universal Periodic Review
USAID	United States Aid for International Development
WHS	World Humanitarian Summit

Introduction

The Updated International Strategy 2015 – 2018 has been informed by DanChurchAid's (DCA's) internal organisational development process and supported by Boston Consulting Group (BCG) 2014/2015. The strategy is influenced by the financial bill approved by the Parliament in December 2015 and the associated cuts in the Danida Frame Grant. The government's decision to reduce development aid channelled through Danish civil society organisations impacts not only 2016 but also 2017 and the years ahead. Experience and lessons from DCA's partnerships and programmes and political issues at national and international level have also influenced this updated strategy. 2016 is a year of major change for DCA during which two focus countries - Honduras and Kyrgyzstan, the HIV and AIDS thematic area and several projects and partnerships are being phased out, and the number of employees reduced substantially.

In 2017, DCA will start preparing for a new international strategy 2019 – 2022, which will involve an organisational theory of change process and an update of the DCA 2025 scenario developed by DCA in 2014. The Scenario 2025 describes major challenges for development actors and what concerns to take into consideration when strategising for the future.

DCA will continue its internal organisational adaptation as a response to very fast global disruptions e.g. the cuts in Official Development Assistance (ODA) budgets, terror attacks, and increased humanitarian needs due to a high refugee numbers in Europe. There are also increasing and complex changes in the countries where DCA works e.g. droughts, energy deficits, human rights violations and a further gap between a growing middle class and the ultra-poor. Human rights and the UN conventions are challenged in many countries, there is less priority to long-term development work and more focus on humanitarian work in and around fragile states. The private sector and civil society organisations like DCA are increasingly seeking mutual partnerships and new solutions to proactively re-define our added value in the fight against poverty, conflicts and disasters.

DCA will use the new Development Strategy launched by the Ministry of Foreign Affairs for guidance in strategizing for a new strategic period. DCA will continue to have a strong focus on inequality and rights based approaches in its new strategy.

Scaling up private sector partnerships will influence DCA's work both at Head Office (HO) and abroad. This will entail attracting private sector donations to DCA's work, but also working in private partnerships on innovative approaches, products and services benefitting the poor and vulnerable. This is not easy, and there are no easy solutions. However, DCA is determined to explore this avenue of change even further to support equal and sustainable growth in the global south and at the same time hold businesses accountable to ensure commitment to and fulfilment of human rights obligations.

DCA has decided to strengthen the link between its development and humanitarian interventions even further.

In 2016 DCA finalised and approved three global advocacy strategies focusing on Active Citizenship, Climate Change and Land Rights/Responsible Business. These advocacy strategies will guide DCA's global advocacy in the coming years and link to advocacy work in Denmark when relevant.

It is a strategic objective for DCA to strengthen collaboration within the ACT Alliance. This will be done by following up on action points from the World Humanitarian Summit (WHS) and including roll out and adoption of Core Humanitarian Standard (CHS), joint programming, capacity building of national ACT forums, and strengthening of the dialogue with the wider constituencies of the local ACT partners and other Faith Based Organisations (FBOs) in our country programme portfolios. In 2015, DCA signed the Charter for Change (C4C) that commits to paying special attention to transfer of funds and capacity building of partners.

In many ways 2017 will be a year of consolidation and follow-up on decisions made in earlier years. This Updated International Strategy 2015 – 2018 focuses on strategy indicators for 2017 and on overall strategic decisions made by DCA's Board and senior management compared to the original International Strategy 2015 – 2018 submitted to Danida in 2014.

Thematic Focus and Goals

2.1 Specific and significant changes compared to the original International Strategy 2015 - 2018

With several countries changing from sector programmes to country programmes in 2016, there have been considerable changes and reductions in number of partners in some countries partly due to the phase out of DCA's HIV and AIDS programmes. Some HIV and AIDS partners may become part of the Active Citizenship (AC) component under a Country Programme, and this may influence the target set in the strategic indicator for Active Citizenship.

DCA will strengthen the programmatic and management cooperation between its two thematic areas Humanitarian Action (HA) and Safer Communities (SC) both at Head Office (HO) and country level.

The Sustainable Development Goals (SDGs) provide a strong framework for holding governments accountable to their global commitments on a range of interlinked issues. Civil society and the private sector play an important role in this process, notably in clarifying how the SDGs can be implemented and measured and holding various actors accountable. DCA has clarified how DCA programming interlinks/contributes to the implementation of the SDGs for sustainable development.

2.2 Overview of programme activities, process indicators, assumptions and risks related to programme implementation

REFERENCE MADE TO OVERALL OBJECTIVES IN INTERNATIONAL STRATEGY	PROGRAMME ACTIVITIES	STRATEGIC INDICATOR 2017	STRATEGIC INDICATOR 2018	ASSUMPTIONS AND RISKS THAT WILL INFLUENCE THE PROGRAMME IMPLEMENTATION
Active Citizenship (AC)	1. Capacity-building and coaching of partners in strategic advocacy planning and implementation. 2. Support and strengthen Faith Based Organisations (FBOs) and faith leaders as advocates for gender justice and/or civil society space.	1. 70% of partners working with an active citizenship focus are implementing their advocacy as per a strategic advocacy plan. 2. Four DCA focus countries have supported engagement of faith leaders and/or faith-based organisations as advocates for gender justice and/or civil society space.	1. 80% of partners working with active citizenship are implementing their advocacy as per a strategic advocacy plan. 2. Five DCA focus countries have supported engagement of faith leaders and/or faith-based organisations as advocates for gender justice and/or civil society space.	DCA has maintained strong human rights and gender advocacy partners in country programmes. Faith leaders are willing and have space to engage on gender justice and/or civic space issues. *National laws and practices by state and non-state actors limit possibilities for partners to engage in advocacy.*

Right to Food (RtF)	Integrate value chain activities (market analysis, storage, processing, transport, organising cooperatives and sale) in improving access to food in programmes. Make one focus country the subject in an on-line value chain training, while staff from other focus countries access Global Focus on-line training sessions.	1. 55% of the RtF partners in each focus country implement their advocacy analysis and strategy in engaging with national and/or international duty bearers. 2. Partners promote issues of value chains, land grabbing and climate.	1. 60% of partners working with RtF have engaged in national or international advocacy to address structural causes of livelihood insecurity. 2. Partners use value chain analysis to gain access to markets to sell their products.	DCA, partners and communities strengthen use of value chain analysis & management when they sell products. Relevant private sector stakeholders must be involved and be receptive. *Shrinking political space hampers accountability and advocacy to address root causes of RtF violations.*
Humanitarian Action (HA)	1. Train and support partners, in country programmes as well as medium term programmes, in humanitarian response skills, cash programming, and use of ICT for monitoring. 2. Continue focus on linkages between humanitarian response and development programming, in particular RtF, to strengthen disaster prone communities' resilience to natural hazards.	1. In all country programmes, at least three partners have documented humanitarian response, cash programming and ICT capacity within the previous two years. 2. In medium term humanitarian programmes, partners involved document humanitarian response, cash and ICT capacity because of DCA support.	1. In all country programmes, community based disaster risk management and humanitarian action have been included in the programme strategic framework and at least three programme partners have humanitarian response capacity recognised at national level, and are cash and ICT leaders in country. 2. All humanitarian responses to conflict related disasters apply and support local protection approaches and where relevant integrate development-oriented methods.	Global scope of humanitarian crises remains at current level or decreases. Sufficient flexible donor funding is available. *Shrinking humanitarian space will hamper access to populations at risk and limit humanitarian assistance.* *Decrease in funding available for development will reduce space for resilience building*
Safer Communities (SC)	1. Augment clearance and risk education activities, community-led safety planning, armed violence reduction work, support to victims, and psychosocial support. 2. Identify and exploit synergies between AC, RtF and SC.	All DCA HMA programmes continue to work to the SC approach and with outcomes related to community safety, access to resources and national capacity.analyses.	SC activities implemented through at least three DCA country programmes, emergency response capability demonstrated on two occasions, and a maximum of 40% of land released has involved actual clearance.	Sufficient and timely support by international donors. Safe access to areas of implementation by DCA and/or DCA partners.

Geographical Focus

3.1 Specific and significant changes compared to the original International Strategy 2015 - 2018

DCA will finalise its country programming in 2017 by carrying out the process in Nepal, Ethiopia and South Sudan. DCA will strengthen and focus more on development-oriented humanitarian aid where possible. DCA will explore the opportunity of working with humanitarian assistance in Burundi, Tanzania, Burkina Faso and Niger in terms of funding and collaboration with other agencies and national partners.

3.2 Overview of programme activities, process indicators, assumptions and risks related to programme implementation

REFERENCE MADE TO OVERALL OBJECTIVES IN INTERNATIONAL STRATEGY	PROGRAMME ACTIVITIES	STRATEGIC INDICATOR 2017	STRATEGIC INDICATOR 2018	ASSUMPTIONS AND RISKS THAT WILL INFLUENCE THE PROGRAMME IMPLEMENTATION
Scale up DCA's country programme in Zimbabwe.	Implement programme activities such as development of accountability framework, appointment of partner group representative, establishment of cross cutting activities and advocacy strategies linked to DCA global advocacy strategy.	A fully-fledged country programme is successfully implemented with adequate diversified funding at minimum 20 million DKK.	DCA and partners are recognized for strong results related to Active Citizenship and right to food related interventions.	Political environment is conducive for civil society action and donors as well as private sector continue their interest and support.
Kenya as country office	Conduct development-oriented humanitarian response with host and refugee communities with new partnerships with private sector.	Life saving and community resiliency impact achieved through a development-oriented humanitarian response.	Expanded NGO/private sector partnerships for refugee-impacted areas.	Security is stable and funding is available.
The Regional Programme in South Asia turned into a Country Programme in Nepal	Assess and adjust partner portfolio in line with the new Country Programme.	Lessons from the previous phase has influenced the new programme with strategic links between regional advocacy organisations and campaigns (human rights, right to food and climate change) in India and elsewhere.	DCA and partners are recognised for strong results related to active citizenship, climate change adaptation and right to food related interventions.	The transition from a regional set-up to a country programme is smooth for staff and partners.

Accommodate the withdrawal of Christian Aid from the joint programme in Cambodia	To the extent possible increase fundraising to compensate for loss of funding from Christian Aid.	The country programme is adjusted to accommodate the decision by Christian Aid to withdraw from the joint programme	The country programme is funded from a diverse group of donors.	Funding available for the programme component Christian Aid used to support.
Cambodia and Uganda	In close cooperation with the DCA/RUC Ph.D., partners and the DCA offices in the two countries, strengthen and document the inclusion of a market oriented & value chain approach to the right to food activities.	Documented learning from an increased use of the value chain approach to food security/right to food available and is shared globally and applied for strategic fundraising.	Three to four partners (new or existing) apply a value chain approach and integrate relevant private sector actors in project interventions.	Partners are interested and willing to work with a value chain approach.
Burundi/Tanzania	In close coordination with ACT Alliance members (incl. Christian Aid and Norwegian Church Aid) DCA will implement a humanitarian programme with 3-5 national/local partners	DCA has made a positive, measurable contribution addressing the root and proximate causes of the refugee and IDP crisis through cash transfer programming for livelihood and job creation opportunities for youth	In close cooperation with relevant ACT members, the Burundi response is recognized for its ability to address root causes and security/protection and inclusion of local civil society actors.	DCA is successful in obtaining external humanitarian funding to the programme
Sahel (Mali, Burkina Faso, Niger)	Support resilient communities in fragile contexts using a variety of humanitarian response activities. Wherever possible conduct joint programming within ACT Alliance.	Life saving and community resiliency impacts increased through a development-oriented humanitarian response	Documented positive outcomes from stronger community groups and local actors with more resilient livelihoods due to development-oriented approach.	Security and availability of funding.
Syria (Turkey/Iraq/Jordan)	Support resilient communities in fragile contexts using a variety of humanitarian response activities. Explore possible joint programming within ACT Alliance.	Life saving and community resilience increased through a development-oriented humanitarian response.	Documented positive outcomes from stronger community groups and local actors with more resilient livelihoods due to development-oriented approach.	Security and availability of funding.
Congo/Central African Republic	Support resilient communities in fragile contexts using a variety of humanitarian response activities. Explore possible joint programming within ACT Alliance.	Life saving and community resilience achieved through a development-oriented humanitarian response.	Documented positive outcomes from stronger community groups and local actors with more resilient livelihoods due to development-oriented approach	Security and availability of funding.

Partnership for Change

4.1 Specific and significant changes compared to the original International Strategy 2015 - 2018

In line with the Global ACT Alliance Strategy 2015-2018 and the new ACT Policy on ACT Forums, DCA will emphasize capacity building of national ACT forums and strengthen the dialogue with the wider constituencies of the local ACT partners and other Faith Based Organisations (FBOs). DCA programmes will assist partners in building constituency support for their role in pro-poor development. This process will be supported by DCA participation in the new ACT Community of Practice on Religion and Development.

In 2015, DCA signed the Charter for Change (C4C) under which DCA is committed to implement activities related to eight specific areas. In 2017, DCA will monitor and analyse the following two commitments: a) The types of organisations with which we cooperate, including publishing resources transferred to partners in our public accounts using a recognised categorisation such as the Global Humanitarian Assistance (GHA) (- GHA defines 5 categories of NGOs); b) DCA's capacity building of partners and resources allocated to support partners with capacity building.

In 2017 DCA will continue to focus on implementation of the Private Sector Strategy, including Business to Consumer, Business to Business and the important aspects of business and human rights.

4.2 Overview of programme activities, process indicators, assumptions and risks related to programme

REFERENCE MADE TO OVERALL OBJECTIVES IN INTERNATIONAL STRATEGY	PROGRAMME ACTIVITIES	STRATEGIC INDICATOR 2017	STRATEGIC INDICATOR 2018	ASSUMPTIONS AND RISKS THAT WILL INFLUENCE THE PROGRAMME IMPLEMENTATION
Strengthen and clarify DCA's added value of partnerships.	Assess and activate the potential and added value of DCA's access to faith based partner NGOs in Country Programmes (DCAs ToC p. 9).	Country Programmes developed in 2017 have findings of Civil Society Analysis, including the role of FBOs, reflected in subsequent partner portfolios.	Civil Society Analysis, including the role of FBOs, have been included in all Country Programmes developed since 2015 and key findings reflected in the developments of the partner portfolios.	Civil society actors (incl. FBOs) with potential as drivers of change exist and civil society analyses are sufficiently precise to identify them (risk assessed as low to medium, but very different from one country to another).
Strengthen partners and DCA's mutual relationship and joint learning.	1. Improve annual bilateral partnership meetings with partners, using 2015 guidelines. 2. Reduce partner numbers in focus countries to an average of 15 per country (HMA partners excluded).	1. Partnership agreements exist with 80 partners in focus countries and related annual strategic partnership meetings have been held with 90 % of partners. 2. Partners reduced to an average of 15 per focus country (HMA partners excluded).	1. Partnership agreements exist with 110 partners in focus countries, and related annual strategic partnership meetings have been held with 90% of partners.	Partners continue to be genuinely interested in the organisational dialogue processes (risk assessed as low).

Strengthen organisational development and capacity building.	1. Use the format for capacity building plans and resource allocation developed by DCA Head Office. 2. DCA explore how Learning Lab can support capacity building of partners. 3. Monitor that DCA lives up to the C4C commitment on publishing the percentage of DCA's budget that goes to partner capacity building.	1. All Country Programmes have developed and are using a systematic approach to organisational development and capacity building of partners, including plans for capacity building and allocation of resources. 2. Learning Lab have developed a methodology to support capacity building of partners. 3. DCA has established a system to publish resources spent on capacity building of partners according to the C4C commitments.	1. External 2018 survey has documented status and improvements on selected 2016 and 2017 targets. 2. Learning Lab can demonstrate concrete support to capacity building of partners. 3. DCA publish resources spent on capacity building of partners according to the C4C commitments.	Agreement between HO and COs that this should be priorities (risk assessed as low).
Engage in Private Sector Partnerships.	Support to relevant DCA country offices to engage with private sector actors in line with DCA's private sector strategy Develop internal capacity and competence.	DCA has geared its strategic approach and organisational set-up to fundraise for core activities from companies themselves or institutional donors, actively using the SDGs and responsible business as a hook for strategic partnerships	DCA can demonstrate an innovative approach to business-to-business, complementing some of the DCA's core programme activities.	Funding mechanisms for strategic partnerships are available. DCA and partners have adequate knowledge and capacity to deliver high quality applications in line with DCA's guidelines and principles.
Strengthen the ACT Alliance and other Networks - Harmonisation	1. Roll out of Core Humanitarian Standard (CHS) procedures to Country Offices and partners 2. The eight European ACT alliance members (E8) have agreed action plans for the five pilot initiatives to improve cooperation	1. DCA partners have been trained in CHS procedures and partners who are local ACT members have been certified – or commenced the certification process - in support of the overall ACT transition to and certification by CHS. 2. DCA participates at country level (Bangladesh, and Zimbabwe) in realisation of agreed increased GOAT cooperation measures.	1. 90% of all DCA Humanitarian Action partners are using the CHS (reference to chapter 5, Strengthen organisational accountability). 2. Country level cooperation amongst the E8 organisations has increased, based on lessons from the five initiatives, leading to reduced competition and efficient programme delivery.	Partners continue to be committed to work with and strengthen accountability vis-à-vis the communities we work with. Maintained focus from the global humanitarian community, DCA and partners. *ODA and other funding uncertainty may undermine already planned ACT Alliance (E-8) cooperation for greater efficiency.*

Human Rights Based Approach and Gender Equality

5.1 Specific and significant changes compared to the original International Strategy 2015 - 2018

DCA has sharpened its indicators under accountability to reflect partners' capacity for strategic advocacy and the quality of advocacy planning. In view of DCA´s upcoming engagement on more advocacy capacity building in co-operation with DCA´s learning lab, the accountability indicator will also be more linked to the effect of this work. In 2016 DCA will document the effect of using a rights based approach in its programmes and projects in Cambodia and Uganda; DCA will follow up on the lesson from the documentation in 2017.

5.2 Overview of programme activities, process indicators, assumptions and risks related to programme implementation

REFERENCE MADE TO OVERALL OBJECTIVES IN INTERNATIONAL STRATEGY	PROGRAMME ACTIVITIES	STRATEGIC INDICATOR 2017	STRATEGIC INDICATOR 2018	ASSUMPTIONS AND RISKS THAT WILL INFLUENCE THE PROGRAMME IMPLEMENTATION
Strengthen participation	Document or access how partners influence throughout the project cycle and focus on how to increase possibilities for influence	DCA Country Offices have assessed the level of rights holders' participation in partners projects and scored at least 50% to be in the last three categories according to DCA Participation guidelines (functional participation, interactive participation or self- mobilisation).	60% of partners (long term development and humanitarian) and of DCA self-implemented projects in all country programmes have been evaluated or assessed as having mechanisms for facilitating rights holders' influence throughout the project cycle (needs assessments, project implementation, monitoring and evaluation).	DCA partners will actively engage in strengthening participation, and offices have adequate resources to support the process.

Strengthen accountability	Continued focus on strengthening partners´ strategic advocacy skills and documentation of results	30% of all partners under DCA country programmes have advocacy strategic plans with updated annual targets	40% of all partners under DCA country programmes have advocacy strategic plans with updated annual targets	DCA has adequate financial or technical resources to support advocacy capacity-development Partners can continue to work on advocacy and human rights in DCA focus countries
Strengthen organisational accountability	Support partners in the transition from HAP to the Core Humanitarian Standard (CHS) through the partner platform, tailored training and facilitation of access to other training opportunities including online resources.	All country offices have ensured that partners are well informed about the application of the CHS either through DCA or through other channels. 60% of Humanitarian Action Partners are using the CHS when responding to crisis and have active complaints mechanisms and Staff Code of Conducts.	90% of all DCA Humanitarian Action partners are using the CHS	DCA and partners have adequate resources to support this capacity development. *Organisational accountability may not be prioritised to the extent needed within a global situation with increasing humanitarian crises and competition for resources.*
Strengthen non-discrimination and equality	Focus on using data strategically.	75% of projects implemented either by partners or by DCA systematically use disaggregated data in needs assessments, project design, monitoring and evaluation and in advocacy planning and documentation.	. 80% of projects implemented either by partners or by DCA systematically use disaggregated data in needs assessments, project design, monitoring and evaluation and in advocacy planning and documentation.	DCA and partners have adequate resources to implement non-discrimination and equality and focus on these is documented in evaluation reports etc.
Strengthen empowerment	Focus on taking actions on gender equality to national level and on documentation	60% of country programmes include at least one documented action that has improved gender equality at provincial or national level.	80% of country programmes include at least one documented action that has improved gender equality at provincial or national level.	Partners and DCA have the relevant resources to implement empowerment, and there is space in focus countries for partners to address gender equality issues at national level.
Strengthen link to Human Rights Standards	Focus on using regional and international human rights mechanisms and supporting national advocacy to follow up on recommendations and decisions from these bodies (e.g. UPR, CEDAW, ICESCR, ICCPR etc.)	In four DCA focus countries, DCA has facilitated capacity, networking and/or contributions to the country´s UPR, a treaty reporting mechanism, or to a regional human rights mechanism	In eight DCA focus countries, DCA has facilitated capacity, networking and/or contributions to the country´s UPR, a treaty reporting mechanism, or to a regional human rights mechanism	Partners need support. *Reprisals against partners for participating in UN and regional human rights fora.*

Global Advocacy

6.1 Specific and significant changes compared to the original International Strategy 2015 - 2018

New global advocacy strategies have been developed and approved for active citizenship, climate change, land rights/responsible business. The Active Citizenship advocacy strategy includes looking at the impact of the anti-terror and anti-money laundering standards on civil society space. The new strategies focus the DCA advocacy efforts and set out clear priorities based on capacities, coordination with networks, partner interest and possibilities to achieve results.

6.2 Overview of programme activities, process indicators, assumptions and risks related to programme implementation

REFERENCE MADE TO OVERALL OBJECTIVES IN INTERNATIONAL STRATEGY	PROGRAMME ACTIVITIES	STRATEGIC INDICATOR 2017	STRATEGIC INDICATOR 2018	ASSUMPTIONS AND RISKS THAT WILL INFLUENCE THE PROGRAMME IMPLEMENTATION
Active Citizenship: Strengthen global advocacy on ensuring space for citizen action and human rights defence.	DCA implements and updates advocacy strategic plans DCA supports partner participation and contribution to EU, UN and international processes	At least eight partners have engaged actively in EU, UN and other international processes around an enabling environment for civil society (as part of joint ACT Community of Practice strategy) or around gender justice (as part of the faith movement for gender justice) with DCA facilitation	At least ten partners have engaged actively in EU, UN, and other international processes around an enabling environment for civil society (as part of joint ACT Community of Practice strategy) or around gender justice (as part of the faith movement for gender justice) with DCA facilitation.	DCA will have adequate resources to support these processes and to engage in the relevant ACT fora.

Right to Food: Strengthen global advocacy on land rights and responsible business.	DCA, in cooperation with partners, gathers documentation and produces research for advocacy initiatives and policy influence. DCA, in cooperation with relevant strategic allies, engages in advocacy activities, targeting selected governmental and private sector stakeholders in Denmark and internationally	At least two studies have been produced and used for advocacy initiatives to influence relevant policies and practices on land rights and responsible business.	With partner involvement from four focus countries, DCA has influenced targeted public and private sector actors to take active measures to prevent negative impacts on right to food when investing in agriculture and land.	DCA staff and partners have capacity and skills to contribute to global advocacy work, and time to follow up on advocacy opportunities. Global alliances work effectively in support of DCA's advocacy focus. *Land rights defenders are at personal risk when engaging in global advocacy.*
Right to Food: Strengthen global advocacy on climate change by linking national/regional processes to the global level.	DCA, in cooperation with the ACT Alliance, implements advocacy capacity building for partners DCA, in cooperation with partners and allies, engages in advocacy actions targeting selected stakeholders on national and international level.	At least four partners and/or ACT Alliance members have developed/established relevant national alliances and partnerships that promote increased advocacy.	At least five partners and/or ACT Alliance members, have developed/established relevant national alliances and partnerships, promoting increased advocacy effect.	A global climate change agreement is adopted at COP21 in Paris 2015. *ACT members do not commit and engage as expected in advocacy initiatives.*
Humanitarian Action: Enhance DCA and ACT Alliance advocacy interventions in support of WHS recommendations on localization, protection, standards and cash modality.	DCA, in cooperation with ACT Alliance, implements activities to achieve recommendations from WHS, Grand Bargain and DCA L2GP, and selected UN and government stakeholders.	DCA has contributed to raising international awareness, especially within ACT Alliance and compliance on increased involvement and funding of local actors and more innovative programming modalities as per Grand Bargain targets.	DCA partners working on humanitarian action have contributed advocacy inputs for the realisation of the right to timely assistance according to international standards at regional or global (UN) processes with DCA and ACT Alliance facilitation.	DCA and other ACT members will have adequate resources to influence the key decision making processes and to engage with like-minded actors. Need for sustained interest in the value of local actor's results.
Safer Communities: Link national and international advocacy efforts for universal accession on the Mine Ban Treaty (MBT)or the Convention on Cluster Munitions (CCM).	Support to International Campaign to Ban Landmines and the Cluster Munitions Coalition (ICBLCMC) for the universalisation of the CCM, and for the adherence of signatory states to the MBT	DCA has contributed to raising awareness of noncompliance in Denmark and abroad, and in advocating for specific states' accession to the CCM and MBT (as and when the situation arises).	DCA has made documented contributions which advocate for implementation of the MBT and the CCM.	Opportunities for advocacy on accession to and compliance with treaties, and DCA HO has the resources to follow up on these opportunities. *Danish public or politicians are complacent on this issue.*

Role as Danish Civil Society Organisation

7.1 Specific and significant changes compared to the original International Strategy 2015 - 2018

At the start of 2015, DCA developed and approved two new strategies on Engagement and Communication. The new strategies led DCA to adjust several indicators on its role as a Danish Civil Society Organisation and develop a plan for improving the indicators in the strategy period. Through a set of communication values and principles, the new communication strategy addresses DCA's organisational responsibility towards external communication. The new Engagement Strategy optimises DCA's work in Denmark by focusing on seven objectives defined as known, respected, reach, action, relation, understanding, and documentation of results.

In 2015, DCA refocused international communication. Now, communication activities concentrate on fewer countries while still supporting the need to inform our support base and the population of Denmark about our international work and the root causes of poverty.

7.2 Overview of programme activities, process indicators (numbers under Strategy Indicator columns refer to numbers of mentions, visitors, likes, readers etc. in the corresponding part of the Programme Activity column), assumptions and risks related to programme implementation

REFERENCE MADE TO OVERALL OBJECTIVES IN INTERNATIONAL STRATEGY	PROGRAMME ACTIVITIES	STRATEGIC INDICATOR 2017	STRATEGIC INDICATOR 2018	ASSUMPTIONS AND RISKS THAT WILL INFLUENCE THE PROGRAMME IMPLEMENTATION
Strengthen DCA's recognition.	1. Brand recognition. 2. Mentioned in the media.	1. Top three *(and top three on brand recall)* 2. 7,240	1. Top five 2. 7,617	*The level of recognition of DCA by the population will decrease.*
Maintain DCA's image-score.	Image score	Top three on image score	Top five	*The complexity of our work and brand challenges our ability to maintain loyalty in a competitive market where more organisations have specific objectives.*
Strengthen DCA's reach.	1. Nødhjælp.dk 'unique visitors' 2. Facebook 'likes' 3. Magasinet 'readers' 4. Phone2Phone 'dialogues' 5. Face2Face 'dialogues' 6. E-mail 'dialogues ' 7. SMS 'dialogues '	1. 480,000 2. 207,590 3. 52,000 (average per issue) 4. 190,000 5. 50,000 6. 195,000 7. 280,000	1. 500,000 2. 100,000 3. 80,000 4. 200,000 5. 50,000 6. 90,000 7. 50,000	DCA maintains an ambitious strategic focus on new media. DCA's website will increasingly function as a medium that is relevant to people.
Strengthen DCA's popular support base.	1. Donations 2. Actions on social media 3. Signatures 4. Volunteer hours	1. 300,000 2. 100,000 3. 20,000 4. 1,410,000	1. 320,000 2. 80,000 3. 25,000 4. 1,500,000	The market for engagement with the world's poorest continues to grow.
Strengthen relationships.	1. Regular donors 2. Average donation	1. 55,000 2. 102.5 DKK	1. 60,000 2. 105.0 DKK	Numbers and the strength of relationships is maintained.

Strengthen DCA's development education.	1. Hunger caravan 2. Phase out www.slutsult.nu 3. Phase out School pupils site	1. 12,000 2 & 3: After the revision of DCA's website and in line with the engagement strategy, DCA has phased out www.slutsult.nu and the school site. Going towards 2018 DCA will be working with new key figures on development education that better capture the overall effect of DCA.	1. 12,000 2 & 3. New strategic indicators will be identified and defined in 2017.	DCA only partly influences the understanding of development aid in Denmark. This area is also greatly influenced by the media, education and public debates.
Strengthen documentation of results	1. Popular value accounting. 2. Review of all DCA's options for action. 3. Review of all DCA's relations. 4. Benchmark model brand recognition and image-score. 5. Review of reach – earned, owned and bought. 6. Information as part of dialog communication and through partners.	Plan developed with 6 indicator groups: *Known, Respected, Reach, Action, Relation and Understanding.* All areas have been fully defined and being measured incl. benchmark - if possible.	Plan available with milestones for documentation of results in the Engagement Strategy 2015 – 2022	Documentation of results, obtaining market data through ISOBRO and dialogue with other organisations requires strong management focus.
Influence Danish and EU Development Policies	Active participation in public debate through: • Written and oral statements in media • Continuous dialogue with stakeholders (politicians, civil servants, strategic partners) • Written and oral feedback on policy initiatives and legal proposals	DCA's campaign, lobby and advocacy work reflects the strategic direction as set out in the strategy for advocacy in Denmark and EU	. Three strategic campaigns have successfully contributed to influencing political decisions. DCA has influenced the political debate to ensure that the focus remains pro-poor, rights-based and humanitarian.	Time is made available and it is a priority for all involved. *A change in the political situation in Denmark reduces consultations between civil society and politicians.*
Strengthen DCA's International Communication	1. DCA and partners systematically produce qualified, trustworthy and result-oriented communication about our work for all relevant target groups.	DCA makes full use of its two new skilled correspondents based in the Middle East and Africa and reporting on DCA's international work – making more people learn about it.	International and regional media regularly use DCA (co-branding with ACT Alliance where relevant) as a source of information within our fields of expertise. The press coverage of DCA and ACT Alliance in media outside Denmark has increased by 100% compared to the baseline in 2014.	Informing our support base and the population of Denmark about our international work remains a communication priority.

Strategic Financing for Sustainability

8.1 Specific and significant changes compared to the original International Strategy 2015 - 2018

In 2017, DCA will continue the strategic direction set in the Updated International Strategy developed for 2016. Two new initiatives in 2017 supporting this strategic direction are the commitment to Charter for Change and Country Programmes detailed reporting on transfers to partners, DCA's own implementation costs, and DCA's contribution to programming and administration.

8.2 Overview of programme activities, process indicators, assumptions and risks related to programme implementation

REFERENCE MADE TO OVERALL OBJECTIVES IN INTERNATIONAL STRATEGY	PROGRAMME ACTIVITIES	STRATEGIC INDICATOR 2017	STRATEGIC INDICATOR 2018	ASSUMPTIONS AND RISKS THAT WILL INFLUENCE THE PROGRAMME IMPLEMENTATION
Ensure financial strategic goal	1. Global fundraising (e.g. EU, USAID). 2. Private donors 3. Campaigns and Second Hand shops in Denmark. 4. Business cooperation.	Turnover has reached 675 million DKK in 2017.	Turnover has reached 725 million DKK in 2018.	Increased joint programming with DCA/NCA. Availability of funding from EU and Danida.. DCA Board approves conservative growth target for 2016 due to organisational adjustments and investments.
Improve cost effectiveness	1. Reduce number of projects. 2. Reduce the number of development projects per 1 million DKK.	1. Percentage of total numbers of projects under 250,000 DKK reduced in focus countries compared to 2016. 2. Average number of development projects per 1 million DKK reduced in each focus country compared to 2016.	1. Percentage of total numbers of projects under 250,000 DKK reduced to be max. 20% in each focus country. 2. The average number of development projects per 1 mill. DKK is a maximum of 1.7 projects in each focus country.	*New costs for new activities will absorb the savings from the new organisational set-up.* *Uncertainty amongst finance staff.* *New donors/increased donor diversification in selected countries could increase complexity and liability.*
Improve value for money	1. Monitor how funds are used for management and implementation and what proportion reaches actual implementation levels within	1. All Country Programmes that have been developed have indicated and reflected on targets for the different cost categories for each year of	1. DCA has measured and estimated the proportion of funds used for management and implementation and the proportion of funds that reaches	All Country Programmes employ a cost effective approach. A manageable tool is developed to guide the analysis.

	all DCA's programmes and projects. 2. Monitor that DCA complies with Charter for Change (C4C) commitment on publishing resources transferred to partners.	the programme, using the following measurements: % of budget transferred to partners, % of budget for DCA´s own implementation costs, % of budget for costs related to DCA´s contribution to the programme and % of budget for DCA administration. 2. DCA has established a system to publish resources transferred to partners according to C4C commitments.	actual implementation levels within Country Programmes. 2. DCA publish resources transferred to partners according to C4C commitments.	
Change funding mechanisms with partners	Monitor how funding to partners is provided and develop criteria to guide DCA on what kind of funding a partner can receive.	A complete overview of categories of funding to partners under the Danida Frame is maintained. Different categories are: 1. Organisational support 2. Programme support 3. Project support	25% of DCA's partners in focus countries are receiving financial programme or organisational support.	Only Danida Frame and DCA own funds can be used for organisational support. *DCA staff fail to supply timely, relevant information to the Maconomy system.*
Adhere to the DCA procurement manual	1. Conduct 'in- person' training sessions in the use of the DCA Procurement Manual 2. Provide on-demand e-training on procurement.	1. 25% of partners trained in the use of the DCA Procurement Manual in the reporting period 2015-2017 2. 25% of partners have completed a minimum of 3 e-training modules in the reporting period 2015-2017.	50% of partners have participated in at last one training on how to use the DCA Procurement Manual and have completed a minimum of three on-demand e-training modules on procurement.	Partners participate and are interested in the training programme. Capacity among DCA staff to conduct training and roll out e-training to partners are existing and sufficient. Budget is available. *Lack of dedicated procurement responsible staff.* *Limited procurement knowledge/ experience among staff/partners.* *Language for partners (e-modules in English).* *High level of staff turnover is a risk for the long-term effect.*

Programme Management

9.1 Specific and significant changes compared to the original International Strategy 2015 - 2018

From 2017, DCA country programmes will no longer undergo a midterm programme review. Instead they will carry out an annual critical reflection of the country programme theory of change. The critical reflection exercise provides DCA staff and partners with a valuable opportunity to think together about the real progress that they are making. The critical reflection focuses on the identified change areas and encourages all those involved to ask key questions about what has really changed for the different target groups and what the change means for them. It also explores the ways in which the programmes have been able to contribute to these identified changes, and tests assumptions that were made at the beginning of the programme about how change would happen. This valuable analysis enables DCA staff and partners to consider how they should adapt elements of the programme to ensure that they are becoming more effective in supporting positive changes for their target groups.

In 2016, DCA replaced internal spot checks with a systematic follow-up on the annual performance audit carried out by DCA's external auditors. The systematic follow-up on the performance audit will be followed up in 2017 by using the comments and findings from 2016 as a baseline. This systematic approach should show clear progress within specific areas of DCA's programme and project management.

In 2017, DCA's focus countries start reporting on the newly developed country programmes; this will replace the thematic programme reporting that has been practiced for many years.

9.2 Overview of programme activities, process indicators, assumptions and risks related to programme implementation

REFERENCE MADE TO OVERALL OBJECTIVES IN INTERNATIONAL STRATEGY	PROGRAMME ACTIVITIES	STRATEGIC INDICATOR 2016	STRATEGIC INDICATOR 2018	ASSUMPTIONS AND RISKS THAT WILL INFLUENCE THE PROGRAMME IMPLEMENTATION
Improve monitoring	1. Programme staff develop realistic monitoring plans together with partners 2. Programme staff and partners discuss important learning points from monitoring and agree how to use these constructively in project implementation. 3, Mobile monitoring system implemented in all humanitarian projects and selected development projects.	1. 100% of all projects with a duration of one year or more have been visited on-site twice a year. 2. Lessons from monitoring are reflected in annual reporting and in future project planning. 3. Faster and more detailed data collection, saving time and allowing better informed decisions.	A participatory monitoring approach is being used and 80% of partners have reported there have been significant improvements in their achievements based on lessons from the monitoring.	All Country Programmes adhere to DCA's monitoring requirements. *Disasters, security issues etc. impede monitoring visits*

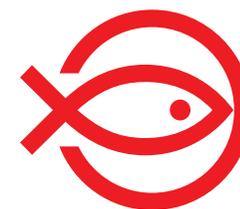|				
Improve evaluations	Evaluations are planned and carried out	92% of evaluations required according to the Evaluation Policy have been conducted	95% of evaluations required according to the Evaluation Policy conducted. Partners and DCA programme officers who performed an evaluation the preceding year have reported how useful it was to their work.	Evaluations carried out according to DCA's evaluation policy *unless unforeseen events impede the evaluation.*
Create synergy	Country Programmes will facilitate synergy between thematic focus areas and partners	All Country Programmes continue or have started implementation of their strategies for strengthening synergy between thematic areas. Examples have been documented in the annual reporting.	All focus countries have country programmes with a strategic focus on planned synergies between thematic interventions, which also explicitly reflect findings from programme reviews and evaluations.	All Country Programme documents clearly indicate potential synergies. *Synergy is not evident to staff/ partners.*
Create and strengthen innovation	1. Work across departments/ thematic groups and bring strategic partners together across countries. 2. Explore relations to private sector, universities and think tanks. 3. Use ITC to enhance cash transfer programming and DCA's Mobile Monitoring Technology Project	DCA has a strategic approach to innovation at organisational and programme level involving examples of a) new forms of partnerships (with a special focus on social movements and the private sector), and b) testing of new technology in conflict situations and Right to Food activities.	DCA's approach to innovation has demonstrated tangible examples of how change happens based on innovative initiatives focusing on new forms of partnerships, and by testing new technologies in conflict situations.	A risk management system for innovation is put in place.

Risk Management

10.1 Specific and significant changes compared to the original International Strategy 2015 - 2018

In 2017, DCA will systematically follow up on risk management areas at Head Office and Country Office level. The DCA Head Office has identified specific contextual, programmatic and institutional risk areas for each department, and the Country Offices have identified contextual, programmatic, partnership and institutional risks. In addition to this specific initiative, DCA will focus on working more systematically with risk management at all levels.

10.2 Overview of programme activities, process indicators, assumptions and risks related to programme implementation

REFERENCE MADE TO OVERALL OBJECTIVES IN INTERNATIONAL STRATEGY	PROGRAMME ACTIVITIES	STRATEGIC INDICATOR 2017	STRATEGIC INDICATOR 2018	ASSUMPTIONS AND RISKS THAT WILL INFLUENCE THE PROGRAMME IMPLEMENTATION
Develop and integrate risk management tools in different planning and reporting tools as described in the Risk Management Policy.	1.Develop and revise tools within the PPM 2. Integrate risk management into the existing planning and reporting tools. 3. Monitor the development of the Country Programme risk management matrix and the Head Office risk register	1. PPM tools have been revised and reflect risk management areas. 2. Planning and reporting tools reflect risk management areas. 3. All Country Programmes have developed a risk management matrix and all departments at Head Office have developed a risk register.	Risk Management has been fully integrated into existing planning and reporting tools in all parts of the organisation.	Development of tools. Education of relevant staff. Country programming process is implemented as planned. *Lack of time to develop and integrate all necessary risk management tools in the PPM system.*