

1. FOREWORD	3
2. THEMATIC FOCUS AND GOALS	7
2.1. International Goals	7
2.2. Strategic Choice of Intervention	8
2.3. Thematic Focus	10
2.4. Strategy Development and Planning	14
3. GEOGRAPHICAL FOCUS	17
3.1. Africa	18
3.2. Asia	21
3.3. Central America	24
3.4. Middle East	25
3.5. Humanitarian Countries	26
4. PARTNERSHIP FOR CHANGE	29
4.1. Added Value of Partnerships	29
4.2. Private Sector Partnerships	31
4.3. The ACT Alliance and other Networks	32
5. HUMAN RIGHTS BASED APPROACH & GENDER EQUALITY	35
5.1 PANEL	35
6. GLOBAL ADVOCACY	39
7. ROLE AS DANISH CIVIL SOCIETY ORGANISATION	43
7.1. Development Education, Communication, and Popular Foundation	43
7.2. Danish and EU Development Policies	48
7.3. International Communication	49
8. STRATEGIC FINANCING FOR SUSTAINABILITY	51
8.1. Cost Efficiency	51
8.2. Value for Money	52
8.3. Funding Mechanism with Partners	53
9. PROGRAMME MANAGEMENT	55
9.1. Monitoring	55
9.2. Evaluation	56
9.3. Synergy	56
9.4. Innovation	57
10. RISK MANAGEMENT	59



PHOTO MORSE

1

FOREWORD

The world around us is changing rapidly – economically, politically, socially and culturally. It is not easy to predict what the coming years will bring. A number of scenarios are possible that may lead to dramatic changes with radical and long-term implications for societies and citizens of our globe.

In such a dynamic and changing context DanChurchAid (DCA) embarked on an inclusive scenario building exercise in 2013-2014. Together with our partners, board, council and other stakeholders, we tried to see 10 to 15 years into the future ahead in order to be able to provide both reactive and proactive responses, based on informed analysis and vision. The outcome of the exercise, “DCA International Scenario 2025”, provided analysis and input to DCA’s new Global Strategy 2015-2022.

The International Strategy 2015-2018 reflects these challenges and opportunities. **The focus of our work in the coming years will be on saving lives, building resilient communities and fighting extreme inequality.**

Working with future scenarios illustrates how rapidly the global context, and not least the development scene, is undergoing change. This underlines the need to look both at long-term

developments as well as the need to be flexible and innovative in responding to change. From the information derived from analysing major shifts, we have attempted to draw out some of the challenges and opportunities most relevant to development and actors such as DCA, our partners, the ACT Alliance and a wider development and humanitarian community.

MORE EXTREME AND COMPLEX DISASTERS AND CONFLICTS IN THE FUTURE

More than 81 million people are currently in need of humanitarian assistance due to war, conflict and climate disasters. We know that climate changes lead to extreme and unpredictable weather patterns, which affect the poorest the most. Local communities must be equipped to prepare for disasters through early warning systems, disaster preparedness as well as having coping mechanisms after a disaster has struck. Never before has there been such a high number of people affected by war, conflict and violence. Conflict and civil unrest result in physical harm, cut people off from essential services, impair livelihoods, cause deprivation, displace people from their homes and assets, and drain them of their capacity to cope. Local communities must be supported in their strategies on protection and conflict mitigation and have access to humanitarian assistance. DCA will

priorities fast response and be more effective in our assistance, use new technologies and work closer in alliances with other actors. We are continuing to adapt our efforts to work under more extreme, complex and dangerous circumstances.

AGRICULTURE IS THE KEY TO DEVELOPMENT

For the 70% of the world's poor living in rural areas, agriculture is the major source of income and development. Agriculture takes up more than one-third of the world's land area and consumes more than two-thirds of the world's fresh water resources. Agricultural production systems are already under pressure from changes in the climate that alters rainfall and temperatures and pose increased risk of extreme weather events. Combined with economic and conflict migration, this calls for locally adapted changes in resource use methods. At the same time experience shows that growth in the agricultural sector in developing countries has greater impact on economic development, employment and poverty reduction than growth in any other sector – a much needed growth – in countries where more than 42 million jobs are needed every year to meet the growing number of new entrants in labour markets. In the coming years, DCA will focus on innovative methods and the use of technology to enhance and scale up production, diversification of crops and livestock and support to farmers in gaining access to land and markets. We will engage in strategic co-operation with research institutions, private sector actors and networks to promote job opportunities and incomes in rural areas.

INEQUALITY AS A GLOBAL RISK

Recent years have witnessed increasing concern with inequality in the world. It has become clear that the remarkable progress achieved in terms of poverty reduction and social welfare in many developing countries has not benefited the poorest in a substantial manner. The UN documents that income inequality increased on average by 11% in developing countries between 1990 and 2010. A significant majority of households in developing countries – more than 75% of the population – are living today in societies where income is more unequally distributed than it was in the 1990s. Evidence shows that,

beyond a certain threshold, inequality harms growth and poverty reduction, the quality of relations in the public and political spheres of life, and individuals' sense of fulfilment and self-worth. There is nothing inevitable about increased income inequality; several countries have managed to contain or reduce income inequality while achieving strong growth performance by redistribution and more inclusive growth. In fact, inequality slows down growth because it can lead to growing instability and conflict. Reducing inequality also requires addressing inequality-reproducing cultural norms and strengthening the political participation of disadvantaged groups. To fight growing inequality DCA will step up its global advocacy activities and will develop together with partners strong local and national advocacy strategies to address political, economic, social and environmental inequalities.

CHANGING DEVELOPMENT PARADIGM

Development thinking and practice are changing fundamentally because of the financial crisis in Europe and the US, and changing global and geopolitical trends, the rise of emerging economies, South-South co-operation, a multi-polar world order and changing technology and communications patterns. The scenario foresees that foreign governmental funding for development from 'Western' sources is likely to decrease or change in modality despite globally growing economies. A changed and more nuanced image of the developing world (as 'richer') will affect funding patterns from corporate and individual donors in the West as well. This trend is supported by an in-depth internal analysis on funding trends done during 2014. The analysis confirms that there will be less funds from traditional institutional donors for international non-governmental organisations (INGOs); there will be higher competition not only among INGOs and with South non-governmental organisations (NGOs), but now also with non-traditional actors such as the private sector. We also see changes in funding modalities that may result in increased difficulty for DCA to access these funds (multi-donor trust funds, flagship programmes with governments, blending of funds, private sector managed funds). In the strategic period, it is crucial that DCA's finds a programmatic footprint for the future, in a balance between

responses to the changing context and building up on what we are good at today if we want to increase or even maintain the level of Danish and international funding. The funding priorities of the donors we know, and those we look to as potential new sources, are changing together with the overall development cooperation agenda and political policies of back donors. Focus is moving towards issues more related to growth, employment and social equity than poverty reduction. The funding growth target in DCA for the strategic period will raise by 2%.

100 PARTNERS FOR CHANGE – NEW PARTNERSHIPS

Partnership is a founding principle of DCA – not just a way of working but fundamental to our values and identity. Our emphasis on working in partnerships is our most important comparative advantage to make the changes we wish to see in the world.

Global changes and increasingly complex conflicts require new types of partnerships and that we are innovative and open towards new ways of entering into partnerships. New civil society groups are emerging from citizens' action and challenging illegitimate authorities, abuses of power by governments and the private sector. They often organise differently and use new methods like social networking, online petitions, direct action and protest. Cross-border work in complex conflicts also creates new risks and pose new demands both on our preparedness to

take risks and to develop new ways of working in partnerships. This requires that we adopt an innovative and experimental approach as well as improved risk management, not least in relation to new types of partners.

The private sector will be a central actor in development and in many cases a provider of social welfare through sub-contracts and fee for services. Partnerships between NGOs, CBOs and the private sector for provision of access to energy, communication and production will increasingly be seen as an important way to address poverty. Building on the understanding of mutually beneficial partnerships, DCA will strengthen its focus on innovative, strategic partnerships with the private sector in the coming years. This is an emerging area, which requires a different kind of strategy and thinking than its policy vis-à-vis local partners. Nevertheless, DCA's approach to private sector partnerships is based on the understanding of shared values. Initially we will test and pilot business to business partnerships to collate learnings and experience which will guide us to formulate a more substantive private sector strategy and policy during the strategic period.

Copenhagen, 15th September 2014

Birgitte Qvist-Sørensen
INTERNATIONAL DIRECTOR

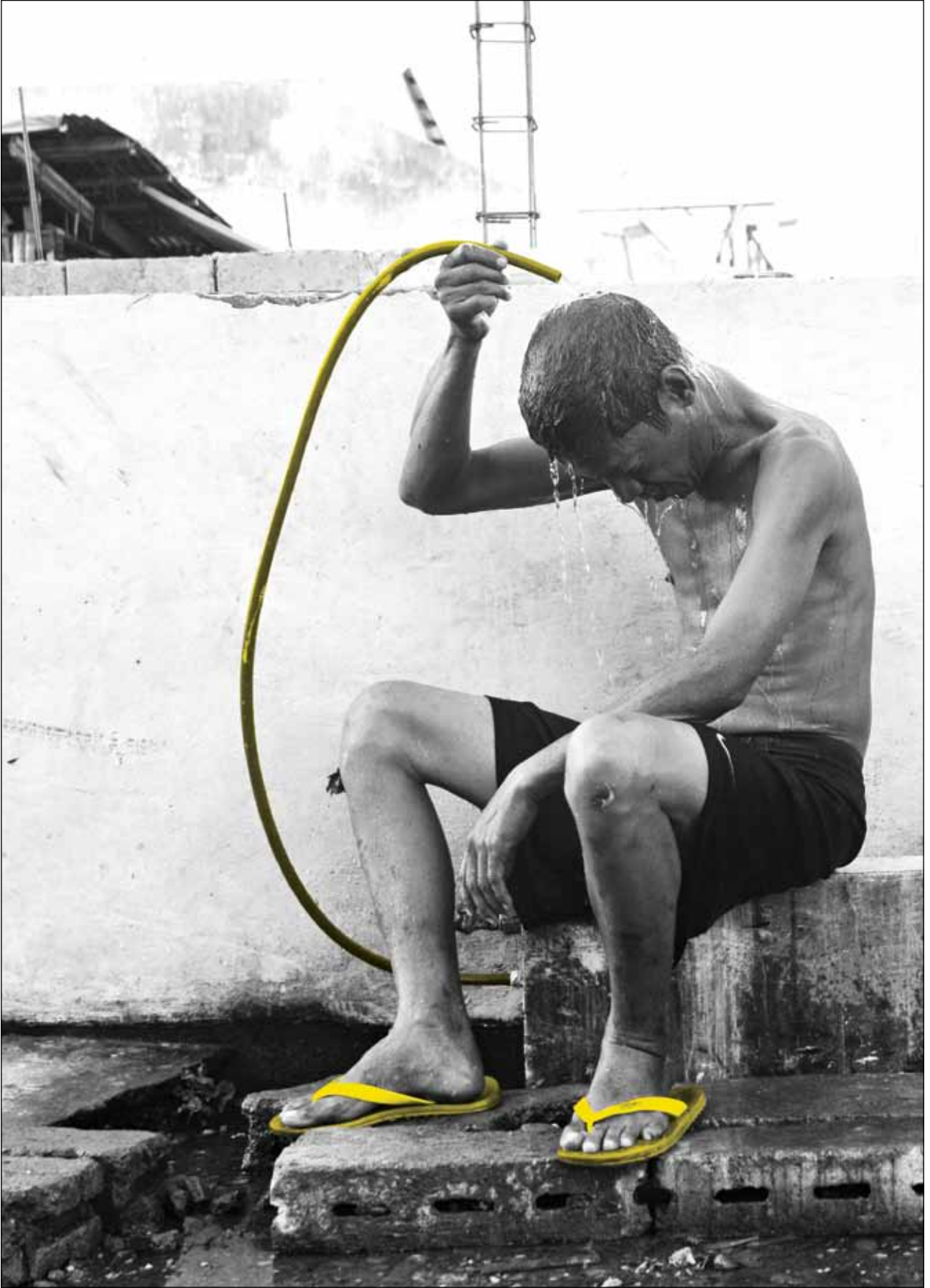


PHOTO MORISI

2

THEMATIC FOCUS AND GOALS

2.1 INTERNATIONAL GOALS

DanChurchAid's (DCA's) approach will be based on our vision and will respond to the challenges to sustainable development and humanitarian action. This response includes three areas of work. First, the most immediate response is focused on protecting and saving lives. Any life is sacred, and when lives and human dignity are threatened, it is our responsibility to do what we can to assist. Second, to promote a world without hunger, poverty and oppression we need to build resilient communities, which can form the basis for sustainable development and inclusive growth. Third, growth and development does not benefit all, and inequality between people and institutions, and between nations, must be addressed and transformed if our vision is to be achieved.

These three goals are key areas of work where DCA has significant technical expertise and experience to support selected partners to achieve DCA's vision. DCA's actions alone will never achieve the vision, but together with others, including our global ACT Alliance, we can contribute to tangible steps towards a world without hunger, poverty and oppression.

Save Lives

DCA sees the right to enjoy equal access to accountable humanitarian assistance and protection of life and dignity is the foundation for the humanitarian imperative. DCA is committed to take action: to prevent and alleviate human suffering arising from disaster or conflict; to support community humanitarian response - the real first responders, and protection initiatives in fragile states; to advocate for equal access to assistance where this right is not fulfilled; to advocate for governments to create and implement a framework for community based disaster risk mitigation and management.

In 2015-2018 DCA will focus on:

- Delivering accountable, timely, coordinated and effective response to the needs and priorities of disaster affected

populations in an increased number of acute and prolonged crises. Our work will be based on international humanitarian principles and standards; work will be implemented through our local partners and the ACT Alliance's National Forums.

- Strengthening community based Disaster Risk Reduction (DRR) including preparedness, cash transfer programming, early warning systems and capacity for disaster risk reduction and climate change adaptation that address food availability, access and utilisation. International advocacy on common accountability and quality standards for humanitarian assistance will intensify.
- Supporting the capacities and strategies of partners, local communities and civil societies to protect themselves against threats of violence and conflict, and local leaders' capacities for mitigation and peace- and interfaith dialogue. We will also improve advocacy with national and international duty bearers on protection.
- Clearing mines and unexploded ordnance, teaching risk education and implementing armed violence reduction activities to secure safe access to humanitarian assistance, critical social infrastructure and livelihood opportunities in prolonged crises and fragile situations. We will increase advocacy with national and international duty bearers on mine ban and cluster munitions treaties.
- Investing and implementing new Information and Communication Technology to improve program implementation, field monitoring and support to DCA's partners.

Build Resilient Communities

DCA sees the capacity development of individuals and communities to be able to claim their rights as an essential component of building resilient communities. We want to secure the right to food and income of people living in poverty by working towards eradicating poverty and hunger, reducing inequality and ensuring sustainable and adaptive use of land,

water, plants and animals. DCA will focus on agro-ecology, diversification of crops and animals, access to markets and disaster risk reduction. Communities engaged in subsistence and market-based livelihoods are increasingly exposed to detrimental global economic interventions, poor governance, disasters and climate change. Supporting them to manage risk and adapt accordingly is a specific focus in DCA's work. Empowering communities to address livelihood issues, and strengthening community leadership to participate in local decision-making, will form the basis for resilience.

In 2015-2018 DCA will focus on:

- Promoting people's right to food through a) availability by increasing production through agro-ecologic resource management and integrated production systems that are locally adapted, b) access by enhancing income generation opportunities, local saving and loan systems and access to markets, and c) adequacy by promoting diversified production systems and improved handling and storage practices.
- Promoting innovative partnerships focusing on scaling up partners' potential and engage in strategic liaison with research institutions, private sector actors and networks that share our goals to integrate and use innovative technologies and methods in agricultural production.
- Reducing vulnerability, marginalisation, discrimination and economic exclusion. DCA and partners will do this to help empower local individuals and communities to form and take part in inclusive and sustainable development initiatives and to influence governments and private sector actors to adhere to principles of responsible investments benefiting the poor.
- Empowering women, men and youth to address unequal gender relations and sexual and reproductive health rights with a focus on HIV and AIDS prevention to build resilient communities.
- Preventing conflict and building safer communities through armed violence reduction and humanitarian mine action in areas of post-conflict and protracted social conflict, and through minimising conflict over scarce resources for

livelihoods. Promoting dialogue between conflicting groups for peaceful coexistence and reconciliation.

Fight Extreme Inequality

DCA sees the inequality perpetuated by unjust structures, norms and institutions as a major development challenge. Markets and market actors are inclined to favour those already endowed with advantages. Systemic discrimination based on different identities such as caste, race, ethnicity, gender, sexual orientation, religion, etc. intersect with and reinforce inequalities and marginalisation. These inequalities and discrimination are often entrenched within a range of local, global and national institutions and harmful social, religious and cultural norms. DCA will further strengthen its work on transforming those norms and institutions, locally, nationally and internationally, that perpetuate injustice and inequalities. These actions will facilitate more equal opportunities and rights for the poorest within societies.

In 2015-2018 DCA will focus on:

- Addressing political inequalities by promoting access to decision-making forums and justice (in representation and participation, in ensuring a fair hearing, in organisation, in accessing information, etc.) at both national and global levels.
- Reducing economic inequalities by promoting access to government resources and services (e.g. budget monitoring, national budget advocacy, sexual and reproductive health services, migrants' rights), access to productive resources (e.g. land, income, natural resources), and access to global financial flows (e.g. development aid, positive foreign investments effects, trade benefits).
- Tackling social inequalities by advocating for the removal of inequalities in worth, autonomy and status of certain groups based on identity (caste, gender, ethnicity, citizenship, religion, sexual orientation, HIV-status, indigenous groups, etc.).
- Redressing environmental inequalities by advocating for access to environmental and climate related resources that are challenged by pressure on our planetary boundaries (where the effects of unsustainable consumption and growth limit the possibilities for development).

2.2 STRATEGIC CHOICE OF INTERVENTION

There has been progress in the fight against extreme poverty during the last decade. Millions of people have seen their lives improve dramatically – a historically unprecedented achievement. As we look into the next decade, and at the new development goals we need to define progress, we must demonstrate that we are also tackling the growing inequality. DCA has a vision of a world without hunger, poverty and oppression, in which popular and political powers work strongly and actively for a just distribution and sustainable use of the earth's resources. We are strongly convinced that

a positive and sustainable way of living for all is possible, and this is the development we want to promote.

However, the development paradigm is changing and structural inequalities and injustices are rapidly growing. Conflicts, climate change, food insecurity, inequality, environmental degradation, financial crisis, shrinking political space and spread of diseases hinder a sustainable development path, and challenge the efforts to fight hunger, poverty and oppression.

Theory of change

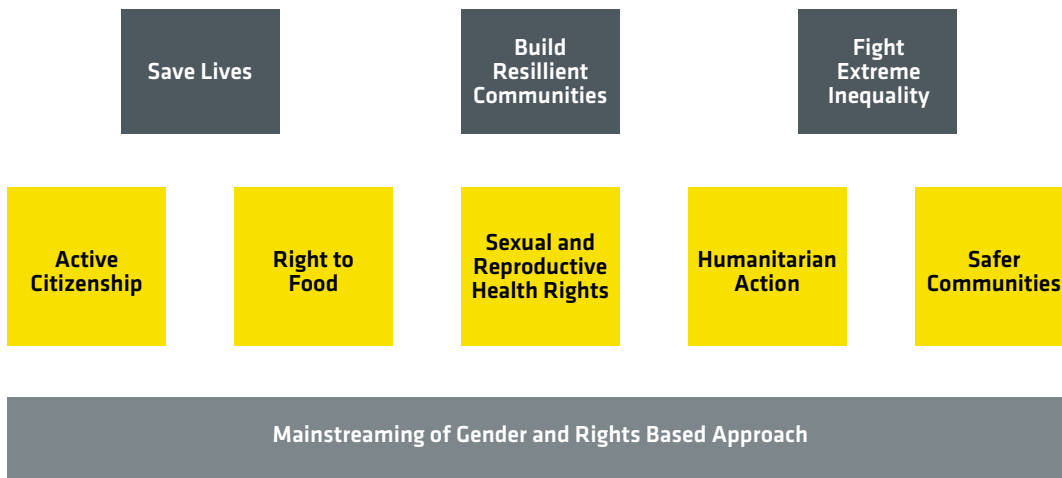
Working through partnerships and with a rights based approach in our theory of change, DCA believes that a strong civil society and active citizens knowledgeable of their human rights and entitlements are fundamental for human development and for a just and more equal world. We believe that lasting change will occur only through accountable and transparent institutions (state, social, cultural, religious, market, international etc.) held to account by concerned citizens all over the world. Gender injustices and other forms of systemic discrimination need to be addressed not only because it is right and just to do so, but also because societies lose out on valuable human potential and the capacity of growth to reduce poverty and inequality. DCA believes in the power of working in broad alliances and partnerships for protecting lives and human dignity and for creating sustainable change. DCA's sees its role as contributing to change through promoting and protecting space for civil society, facilitating networking and access to new skills for communities and civil society actors, supporting advocacy with governments and

other key actors, ensuring sustainable funding to partners, and assisting with strategic service delivery and humanitarian response work. DCA acknowledges the potential, and risks, of religion playing a role in development. We are prepared to actively use the potential and added value as faith based non-governmental organisations (NGO) to promote our vision.

Strategic choice of intervention

DCA's response to global development challenges is focused towards making an effective change. This is done by working through and with partners. Strategic choices are needed, both for thematic and geographic priorities. While our work builds on existing partnerships, capacities and experiences, we continuously adjust to ensure that we maximize our contribution to the path toward our vision. We organise our international work in five thematic priorities, which are described in our policies. Gender and a rights based approach are mainstreamed into all our activities, illustrated in Table 2.1.

TABLE 2.1 INTERNATIONAL GOALS AND POLICIES



2.3 THEMATIC FOCUS

DCA's thematic focus is described in five policies (Table 2.1). The policies are reviewed together with partners every fourth year based on contextual analysis and evaluations. The Active Citizenship policy dates from 2012; the Right to Food and Humanitarian Action policies were revised in 2013; in 2014 DCA will develop policies for Sexual and Reproductive Health Rights (former Eliminating HIV and AIDS) and for Safer Communities (former Humanitarian Mine Action). DCA's main focus is on Active Citizenship, Right to Food and Humanitarian Action.

2.3.1 ACTIVE CITIZENSHIP

Active citizenship seeks to reduce inequalities faced by impoverished women and men in accessing decision-making structures and processes. DCA also aims to promote an enabling environment for civil society organisations in alliance with other organisations and networks. Active citizenship activities comprise: removal of barriers within institutions at different levels that limit equal participation and the space for civil society; building capacity among marginalised women and men and organisations to effectively participate in relevant decision-making fora; and enhancing increased access to justice and protective measures when rights to equal participation are denied.

In 2015 - 2018 DCA will focus on:

- Supporting regular monitoring and documentation of the space for civil society in focus countries; facilitating and participating in broad alliances at national, regional and international levels on the enabling environment for civil society; and enhancing partners' active participation in advocacy at relevant national, EU and international fora.
- Strengthening and exploring innovative measures to continue supporting and protecting partners and human rights defenders working in restrictive environments.
- Support monitoring of government budgets and services, particularly at local levels; and strengthening partner capacity to incorporate gender and human rights standards in their monitoring methodologies.
- Strengthening partners' advocacy through capacity development on strategic advocacy and political analysis, mainstreaming of gender analysis, and the improved documentation and measurement of advocacy results for accountability and learning.
- Enhancing the use of social media and other communication tools in facilitating access to information for rural impoverished women and men, in budget monitoring, and in documentation of violations of participation rights.
- Exploring how to promote dialogue and constructive engagement between conflicting groups for promoting peaceful coexistence and reconciliation through interfaith dialogue and consensus building among ethnic and religious groups.

- Building partner capacity on: relevant UN standards on the right to participate (particularly, under the International Covenant on Civil and Political Rights (ICCPR) and the UN Convention Against all Forms of Discrimination Against Women (CEDAW)); the UN Guiding Principles on business and human rights; and for a more systematic use in all programmes of UN human rights mechanisms (Human Rights Committee, CEDAW, the UN Universal Periodic Review (UPR) mechanism etc.)
- Developing concrete strategies in all programme for furthering women's political participation

2015 STRATEGY INDICATOR *By 2015, 50% of partners working with active citizenship have developed specific advocacy strategy plans and power analyses for their major advocacy priorities at local and national level, including EU and UN targets as relevant*

2018 STRATEGY INDICATOR *By 2018, 80% of partners working with active citizenship have specific and updated advocacy strategy plans and power analysis for their advocacy priorities at local and national level, including EU and UN targets as relevant*

2015 EFFECT INDICATOR *By 2015, 30% of partners working with active citizenship have documented one case of their specific and significant contribution to positive changes in national frameworks (policies, laws budgets etc.) and its effect on furthering equal citizen participation and reducing political inequalities.*

2018 EFFECT INDICATOR *By 2015, 80% of partners working with active citizenship have documented one case of their specific and significant contribution to positive changes in national frameworks (policies, laws budgets etc.) and its effect on furthering equal citizen participation and reducing political inequalities.*

2.3.2 RIGHT TO FOOD

Right to Food seeks to reduce hunger through fostering sustainable and resilient rural livelihoods. DCA supports increased agricultural production, other income generating activities on individual and collective basis, access to government safety nets, and increased influence on the use of resources. DCA seeks to increase the involvement of marginalised groups and reduce local, national and international barriers to achieving the right to food. Our work increasingly integrates disaster risk reduction and climate change adaptation alongside other context specific risk factors.

In 2015 - 2018 DCA will focus on:

- Strengthening communities in order to enhance rights holders' livelihood capacities and enable them to work

towards fulfilling their livelihood entitlements. Building on and expanding human, social and political capabilities to claim the right to food alongside improving entitlements to natural, physical and financial resources supplement one another. Integrating disaster risk management in livelihood activities adapted to the local context and risk assessment to address increased vulnerability to natural and man-made hazards.

- Supporting and optimising existing systems and resources such that the poorest can secure a certain minimum level of access to food through own production of food items and/or income generation to purchase food at the local market. However, moving towards fulfilment of the right to food through addressing the structural causes also implies raising awareness, organising local communities and facilitating dialogue between rights holders and duty bearers at different levels. We will back up these activities by providing local, national and international documentation and advocacy.
- Supporting agro-ecological techniques, microfinance, income-generation activities and access to markets and value chains to promote sustainable and climate-friendly production systems. To reduce vulnerability and economic exclusion of local farmers, DCA aims to empower individuals and communities to form and take part in inclusive and sustainable societies, through private sector partnerships and multi-stakeholder cooperation as a catalyst for linking local development needs to sustainable growth initiatives.
- Supporting the rural poor in improving productivity, generating income and gaining influence in the political processes that form the framework for their enjoyment of the right to food. The rural poor hold great potential for contributing to the achievement of the right to food if they can access resources and influence. We will continue our focus on reducing discrimination against vulnerable groups that may include male and female farmers with little or poor quality land, marginalized pastoralists, landless labourers, migrants, HIV affected, indigenous peoples and women and girls denied their rights to land.
- Facilitating improved advocacy at local, national and global levels with special focus on issues of climate change, land rights, and responsible investments in agriculture.
- Reducing inequality by facilitating removal of barriers to access to sustainable livelihoods and continuing to support formation of village savings and loans associations to facilitate access to community controlled financial services. In areas where mines and explosive remnants of war hinder food production or limit access to land, DCA will integrate the work of humanitarian mine action for safer communities in the right to food programmes. We will facilitate the linkages between armed violence prevention activities and livelihood and skills training where appropriate.

2015 STRATEGY INDICATOR *40% of partners working with*

right to food engage in advocacy to address structural causes of livelihood insecurity.

2018 STRATEGY INDICATOR *80% of partners working with right to food have developed an analysis of and a strategy on how to improve the agricultural systems and increase the income and influence of rights holders.*

2015 EFFECT INDICATOR *40% of the right holders reached by partners working with right to food engage in dialogue with duty bearers on natural resource and disaster risk management.*

2018 EFFECT INDICATOR *60% of people reached through partners working with right to food have increased their agricultural production and income.*

2.3.3 SEXUAL AND REPRODUCTIVE HEALTH RIGHTS

DCA has realised the need to intensify work to support sexual and reproductive rights also outside of the HIV agenda, because this area is experiencing a high risk of international backlash on already achieved commitments. DCA has thus decided to embed its HIV programmes more firmly in a Sexual and Reproductive Health Rights (SRHR) framework and start addressing SRHR issues also outside of the HIV context. DCA will continue to build the capacity of partners and communities to demand increased service provision from duty bearers. A new policy focussing on sexual and reproductive rights will be ready by mid-2015. The strategy indicator for 2015 will therefore focus on the present policy and the 2018 indicator will focus on the new policy.

In 2015-2018, DCA will focus on:

- The right to sexual and reproductive health services, with particular focus on the linkages between SRHR and eliminating HIV and AIDS and gender based violence. We want to strengthen women's and men's access to contraception and support the rights of women and men to be able to freely decide when to have children, to be free from sexual coercion and from harmful cultural practices.
- Supporting sexual and reproductive rights including sexual minority rights, and fighting against criminalisation of HIV transmission or sexual orientation, gender based violence and harmful practices.
- Continuing to work as a faith based organisation to support the rights of the most marginalised and especially on how to involve the faith-based community in creating an enabling and constructive environment for HIV prevention and for addressing other sexual and reproductive rights. DCA will maintain an active dialogue with partners, networks and alliances on this issue.
- Maintaining emphasis on contributing to inspiring other faith-based organisations to fight against stigmatisation and discrimination, to protect women's and youth access to sexual and reproductive health services and to address the

gender inequality that hinders women, youth and sexual minorities in making choices on their own sexual health and which is the main driving force of the HIV and AIDS epidemic.

2015 STRATEGY INDICATOR *All HIV programmes document increased national level advocacy, either by individual partners or as a joint effort of the partner platform*

2018 STRATEGY INDICATOR *By 2018, all partner platforms in country programmes with a SRHR objective have developed strategic advocacy plans for national level advocacy on context specific SRHR issues with both moral and legal duty bearers*

2015 EFFECT INDICATOR *By 2015, all HIV programmes document increased positive change in access to gender sensitive and rights based prevention and treatment of HIV for the most vulnerable women and men in the programme impact area.*

2018 EFFECT INDICATOR *All country programmes with a SRHR objective document positive change in national level service provision or policy change on SRHR or HIV as a result of national level advocacy.*

2.3.4 HUMANITARIAN ACTION

In Humanitarian Action, DCA seeks to respond to acute crisis based on the priorities, needs and capacities of the affected populations. To this end we work in partnership with local partners and the national ACT Fora. Recognising that local preparedness and contextual knowledge of local conditions are crucial for an appropriate humanitarian response, a key priority is to work with partners to strengthen their preparedness and capacity to respond to humanitarian crisis and to reduce risks from natural hazards and conflicts.

Due to climate change, we anticipate that the coming years will see an increase in disasters caused by natural hazards, including smaller as well as extreme disaster events. Likewise, we foresee an increase in the scale and complexity of disasters caused by armed conflict. Therefore, all DCA context analysis for country programs in future must answer the question: Is there a need for community based disaster risk management, preparedness and response capacity? And if so, how will DCA and its partners respond in more countries in 2018 compared to 2015?

In 2015-2018 DCA will focus on:

- Community based disaster risk management and strengthened linkages to longer-term work in our Right to Food programmes. This recognises and promotes the role of local communities as first responders and key agents in reducing risk and builds on the crucial role for a timely and appropriate response that our local partners with their intimate contextual knowledge play.

- Assisting communities in major disasters through the ACT Alliance in addition to the work in focus countries. This includes a rapid action response capacity through collaboration with the Lutheran World Federation response hub system and a new option to co-implement with national partners.
- Advocating within the ACT Alliance for local population's fulfilment of the right to humanitarian assistance, security and protection, and respect for humanitarian principles and core quality and accountability standards. DCA will proactively use evidence collected through the 'Local to Global' project demonstrating that local populations' capacity to survive and protect themselves plays a crucial role in social protection in conflict situations. DCA will adjust humanitarian partner's program design to reflect these findings. In addition, we will continue our efforts to influence key humanitarian actors and policy makers to recognise the importance of the inclusion of marginalised groups and local communities' own capacities, not just in principle but also in practical action. Government frameworks for community based disaster risk mitigation and management will be monitored.
- Improving partner staff's ability to use International Humanitarian Standards and strengthening accountability, especially in the provision of adequate information, fostering of meaningful participation of disaster and conflict-affected communities, and development of complaints mechanisms.
- Strengthening and expanding use of cash transfers in activities to support more effective and efficient response that supports disaster and conflict-affected persons' rights to life with dignity. We will continue to explore innovative approaches to the evolving use of cash transfer programming (CTP) wherever possible. DCA Regional Cash Advisors will support DCA partners' responses and provide a CTP rapid reaction team.
- Promoting pilot mobile ICT on a case-by-case basis in cash transfers and data collection for monitoring and early warning to exploit the opportunities and advantages of the technology to further quality, accountability and efficiency of our actions. Experiences and lessons from these pilots will build the organisational capacity of DCA and partners and ensure a systematic and safe use of ICT in the programme work.

2015 STRATEGY INDICATOR *Three partners per focus country have improved capacity in community based disaster risk management and have specific expertise in Cash Transfers and ICT tools.*

2018 STRATEGY INDICATOR *In all country programmes, community based disaster risk management and humanitarian action are 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. All humanitarian responses to conflict related disasters apply and support local protection approaches.

2015 EFFECT INDICATOR *50% of communities where there has been DCA-supported humanitarian response report improved, sustainable community resilience to disaster and implement coping mechanisms.*

2018 EFFECT INDICATOR *80% of communities in DCA's rural programme areas report improved, sustainable community resilience to disaster and implement local coping mechanisms.*

2.3.5. SAFER COMMUNITIES

DCA continues to be the sole mine action agency within the ACT Alliance. DCA's humanitarian mine action (HMA) and related activities encompass minefield clearance, explosive ordnance disposal, victim assistance including psychosocial support, armed violence reduction and advocacy. The aims are to remove risk from affected communities, secure access to resources, improve freedom of movement, and build sustainable national and local capacity to deal with remnants and consequences of conflict into the future. DCA alone or together with or entirely through local partners implements mine action and related activity in support of safer communities

DCA expects an increased number of armed conflicts to occur during the strategy period, and we see continued need to support and protect communities affected by conflict and its aftermath. DCA will broaden its expertise gained through many years of mine action, and will work with communities, national authorities, and local partners to make people and communities safer. We will improve community resilience, freedom of movement and access to resources - and we will build sustainable capacity to address those needs in future. A DCA "Safer Communities" policy reflecting these changes will be approved by the DCA board in December 2014, and we anticipate an increase in the number of countries of operation during the strategy period.

In 2015-2018 DCA will focus on:

- Armed violence reduction, risk education, victim assistance including prosthetic limb and psychosocial support,

clearance and explosive ordnance disposal, and physical security and stockpile management.

- Time-critical emergency response in crisis and conflict areas and fragile states, implemented either by DCA or by working through partners to deliver capability where access is difficult or impossible.
- Improving efficiency across safer community activities, for example with innovative survey technology and effective land release.

2015 STRATEGY INDICATOR *All DCA HMA programmes have transitioned to the Safer Communities approach, and are working to outcomes related to community safety, access to resources, and national capacity. An assessment of needs related to clearance of mines and unexploded ordnance, risk education and armed violence reduction, is included in all focus country context analysis from 2016.*

2018 STRATEGY INDICATOR *Safer Communities activities implemented through at least four DCA country programmes, emergency response capability demonstrated on two occasions, and a maximum of 40% of land released involved actual clearance.*

2015 EFFECT INDICATOR *Two cases of community feedback documenting successful community protection planning, with improved ability to protect against effects of armed violence and explosive remnants of war. 40% of land released is being used for intended productive purpose. At least one transition in process to sustainable, nationally owned capacity.*

2018 EFFECT INDICATOR *Eight cases of community feedback documenting successful community protection planning, with improved ability to protect against effects of armed violence and explosive remnants of war, 80% of land released is being used for intended productive purpose. At least two examples of successful transition to sustainable, nationally owned capacities.*

2.4 STRATEGIC DEVELOPMENT AND PLANNING

In 2015-2018 DCA will have a special focus on the following to strengthen our strategic, operational and programmatic impact:

STRATEGIC:

Linking development, humanitarian action and safer communities work.

- The three new international goals provide the overall umbrella through which we want to further strengthen integration of our development, humanitarian and safer community work.

Maintaining and strengthening partnerships as an area of excellence.

- To ensure that DCA and partners are relevant and responsive to changes and new opportunities and challenges, particular attention and dedication of resources will be directed at three areas of innovation:
 - a. Strategic partnerships with the private sector that explore and develop models of Public-Private-People Partnerships and Business-to-Business projects. The aim is to advance inclusive development solutions and improve value chains that benefit the poor based on a dual-track approach to ensure consistency between DCA's partnership approach and advocacy vis-à-vis the private sector.
 - b. Increase support to and partnerships with social movements, where relevant and possible, using alternative and flexible and at times more risky models of cooperation.
 - c. Identification of change pathways for DCA partners, which may be common at national or/and global level, with a view to becoming more systematic in our partnership development.

OPERATIONAL:

- New and flexible methodologies and operational modalities that include a higher degree of co-implementation with partners especially during humanitarian operation; introduction and mainstreaming of new technologies, such

as use of smart phones for cash distribution, monitoring and reporting; and closer cooperation with research institutions/ universities.

- a. By 2018 DCA will have implemented the Country Programming approach in all focus countries. The aim is to further strengthen the synergy between the programmatic goals and increase operational efficiency.
- b. DCA will adjust its support functions in the headquarter (HQ) in particular to align HMA procedures with Programme and Project Manual (PPM) systems and to align DCA finance procedures for self-implementing and partner implemented work, so that the Safer Communities work becomes an integrated part of the DCA focus country programmes.

PROGRAMMATIC:

- All DCA advocacy will be firmly anchored and linked to the five thematic policies and include Right to Food, Climate Change, Active Citizenship, Sexual and Reproductive Health Rights, International Campaign to Ban Landmines and Cluster Munitions, and Humanitarian Standards.
 - a. We will improve the link between our community based documentation and advocacy activities and the advocacy carried out at global or regional level. We will also closely monitor how global advocacy successes/ results are implemented/impact on national policies and government programmes.
 - b. To meet challenges ahead, DCA country programs and the underlying context analysis will be reviewed to include - where relevant - sexual and reproductive health, humanitarian response preparedness and safer community's objectives. DCA will augment existing staff competencies or in some cases recruit new staff.
 - c. To strengthen the downward accountability of our programmes and to increase the efficiency related to monitoring and evaluation DCA will work strategically with staff at the regional offices (ROs), with partners and with communities to develop the Community Monitoring Mechanisms, using the positive experiences from the Uganda programme.

TABLE 2.2 DANCHURCHAID STRATEGY AND REPORT OVERVIEW 2015 - 2018

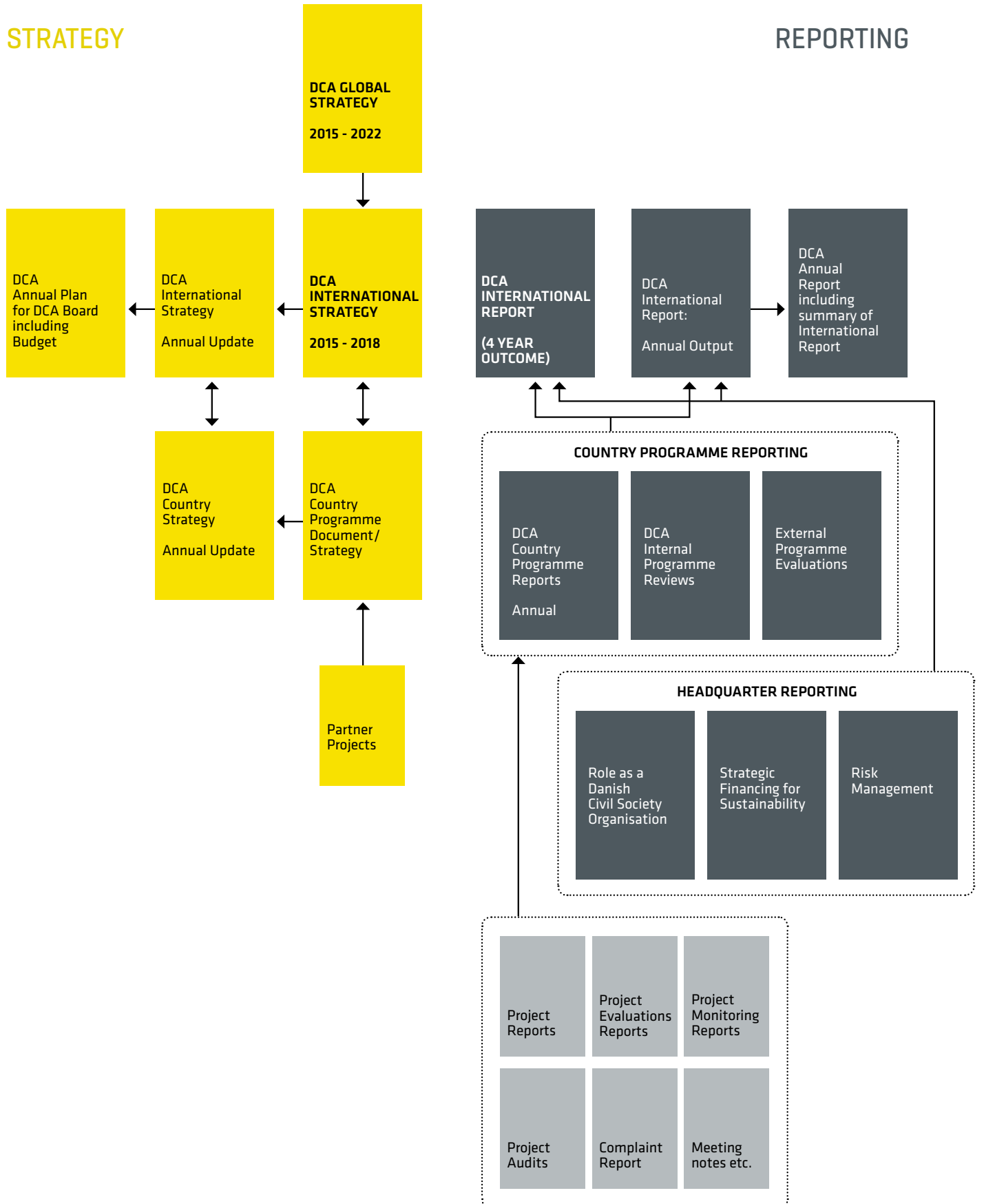




PHOTO MIKKEL ØSTERGAARD

3

GEOGRAPHICAL FOCUS

DanChurchAid (DCA) concentrates its development work in a selected number of countries. The choice is first and foremost based on the needs of poor and vulnerable people and communities and on DCA's competences to address these needs. Second, for long term and sustainable development, DCA prioritises countries where there are good possibilities for strong partnerships and long term engagement. Third, being part of the ACT Alliance, the choice of country will also be based on the potential to supplement initiatives and cooperation with other ACT members or possible future ACT members in the country. Finally, any selection of a new Focus Country will be based on the potential to benefit from the added value and key competences of DCA, the DCA capacity to engage - this also includes the availability of funding - and in some cases the engagement of and popular support from the Danish constituency. The current Focus Countries are all relevant, and the DCA engagement is thus foreseen to continue to build on existing partnerships and experiences.

In the countries where DCA has a long-term strategic engagement, we will respond to humanitarian crisis with our Humanitarian Action or Mine Action/Safer Communities competencies. We will build on our partners and our own contextual knowledge to link relief and rehabilitation to development. In countries where DCA or our ACT partners do not have a long-term strategic engagement, we will respond to a humanitarian crisis only if there is an established need for DCA's capacity.

The current distribution of DCA's work across the world is a product of a historical process. Since the 1970's DCA with its emergency relief mandate has strived to develop some continuous presence in the disaster prone parts of the world - in particular the developing world - as a basis for relief activities in case of need. In many cases relief operations transitioned into longer term development activities.

At some point in the 1990's, it became clear that this strategy was leading to an unsustainable dispersion of the resources of the organisation. A process of concentration was initiated, aiming to focus long-term activities on a smaller number of strategically selected focus countries. This would still ensure a certain geographical distribution across the world, but also take into account factors such as poverty levels, availability of relevant civil society partners etc. as well as the relevance of DCA's various sets of programme expertise.

This concentration led to the current situation where the aim is to maintain a total of some 12 fully fledged focus countries with DCA regional offices (ROs) that, to varying degrees, extend their work into neighbouring countries where this makes sense in terms of focus country programmes or relief needs. Currently, DCA has eleven focus countries and nine of these have a history of substantial involvement for more than ten years (in most cases much more). As of 2015, Zimbabwe, where DCA has been working with (mainly) humanitarian activities for decades, will be upgraded to be the twelfth focus country.

The result of this process is that a substantial capital in the form of knowledge, experience and contacts has been built in the current DCA focus countries. This capital enhances DCA's capacity to make a meaningful developmental difference in those particular countries.

Over the coming years the existing thematic programmes in focus countries will be transformed into one country programme per focus country, further enhancing synergies in DCA's total development input. Thus, programme objectives as quoted below are likely to be somewhat modified within the period 2015-2018.

3.1 AFRICA

Africa is a complex continent with 55 unique countries at different stages of development. Africa has had the largest reduction in child mortality, the most rapid development and uptake of innovative mobile money transfer and savings systems and urbanization at a faster pace than neighbouring continents. At the same time, inequality is growing and the fight for food security is not over. Africa is still dependent on agricultural production and still plagued by conflict. At the same time, some African countries as new, emerging economies are attracting large-scale foreign investments. This offers new opportunities – and threats – to improving sustainable, local development.

Religion and churches traditionally play an important part in peoples' lives and in society, contributing to the provision of access to basic needs and advocating for citizens' rights. There is also a role for faith based organisations and religious leaders in resolving conflict and mediating in reconciliation processes. Churches and church leaders are the actors who are present with communities when there are crises of one nature or another.

Other civil society actors complement the role of church institutions in addressing needs and rights issues. Some are still weak and need support to build up their organisations and their capacity to reach out to people in need. There is also a need for continued efforts to maintain the space for civil society to operate openly in countries where governments tend to equate civil society with opposition and introduce legislation that limits the space for civil society.

DCA focus countries in Africa are Ethiopia, South Sudan, Uganda, Malawi, Zambia and Zimbabwe.

ETHIOPIA

In the past about twenty years, DCA's long-term focus country Ethiopia has experienced an impressive level of economic growth, which has benefitted hundreds of thousands, if not millions, of poor Ethiopians who have obtained gainful employment. However, the vast majority of the roughly 90 million population still lives in abject rural (and, increasingly, urban) poverty. The bulk of the rural population depends on often irregular seasonal rains for their food security, leaving millions of people dependent on different kinds of food aid, even in a good year. The HIV/AIDS epidemic, which in Ethiopia took off later than in many other African countries, continues to increase. The government of the past twenty years is stable and effective but leaves little space for citizens' participation and also has strict rules for what international organisations may involve themselves with.

DCA's activities are focused in three clusters of food insecure districts; one cluster lies in the poor, small-scale agriculturalist eastern highland parts of the Amhara region (Wag Hamra, N&S Wollo, Oromia); the other two clusters lie in the mainly pastoralist lowland southern parts of Oromiya region (Bale and Borena, with Borena likely to be wound up as funding opportunities cease). This approach enhances synergy among the different programmes, as evidenced by the cooperation and shared

lessons facilitated in clustered partner platform meetings. This is expected to be further promoted by the transition to country programme status, probably effective as of 2017.

The Food Security programme, which is the largest programme in Ethiopia by far, aims to enhance food security at community and household level as well as to build resilience to climate induced hazards. One noticeable aspect here is the innovative effort, in cooperation with Danish and Ethiopian research institutions, to promote the use of specific new, highly resilient crops (quinoa, amaranth) in the Ethiopian agricultural system. Funding permitting, efforts will also be made to engage socially responsible private Ethiopian companies in addressing challenges in the pastoralist areas, e.g. in terms of value addition and marketing.

The Food Security programme further provides the strategic framework for humanitarian interventions with a risk reduction perspective, which varies according to the situation in individual years. Linked to this, DCA supports international climate change advocacy of Ethiopian partners, both financially and technically.

The Active Citizenship programme faces special challenges because of restrictive Ethiopian non-governmental organisation (NGO) legislation. This programme focuses on enhancing female participation in decision making at all levels (household and upwards).

The HIV and AIDS programme aims to empower vulnerable groups, particularly among women and youth, to protect themselves better from HIV and AIDS infection.

Programme objectives for Ethiopia are:

- Targeting communities' food security enhanced through community and household level interventions to increase food availability, access and utilisation.
- Resilience of vulnerable communities built and strengthened through disaster risk reduction, climate change adaptation and mitigation measures, and emergency response.
- Target communities empowered and collaboration enhanced among communities, local government and DCA partner organisations.
- Dialogue promoted on poverty issues and policy alternatives at local and national levels.
- Female participation in decision making enhanced at all levels (household and upwards).
- Vulnerable groups, particularly among women and youth, empowered to protect themselves better from HIV and AIDS infection.

Furthermore, DCA expects to continue providing humanitarian assistance to Sudanese and South Sudanese refugees in two different locations along the western border of Ethiopia for the foreseeable future, depending on developments in those two countries.

SOUTH SUDAN

The eruption of renewed civil war in South Sudan in late 2013

and the consequent displacement of about 20% of its 9 million population changed conditions in the country notably. Despite various peace efforts, it is impossible to predict the longer-term situation in substantial parts of the country with any degree of certainty. What is certain is a tremendous humanitarian challenge in the short to medium term. This obviously greatly affects DCA's programme and other activities.

Even without this recent upheaval, South Sudan would be facing enormous challenges. It has already suffered decades of civil war. Government capacity at all levels is very weak in terms of delivering services to the population. At the same time, numerous internal conflicts, ethnic and otherwise, easily turn violence, and small arms are easily available almost everywhere. In many areas, explosive remnants of war (ERW) negatively obstruct freedom of movement and constrain farming, cattle grazing and intercommunity trading. All poverty indicators in South Sudan rank among the highest in the world. For example 50.6% of the population lives below the national poverty line. Net enrolment in primary schools was 46% in 2010, with little more than one in three pupils being girls. These indicators can only have worsened by now.

Therefore, since the beginning of 2013, DCA's integrated country programme in three states of South Sudan (Jonglei state, Central Equatoria state, and Eastern Equatoria) has had the overall goal of empowering rights holders and enabling duty bearers to impact positively on insecurity and lack of protection. The focus has been on food insecurity and poverty, on lack of accountable, credible and effective government structures, on clearance of mines and unexploded ordnance, risk education and Armed Violence Reduction, and on inequality and discrimination. However, since December 2013, the normal programme has been practically suspended in Jonglei and Central Equatoria. Activities have been reoriented towards providing humanitarian emergency assistance, including risk education in relation to unexploded ordnance etc. Nevertheless, in Eastern Equatoria, where the situation has remained relatively calm, a priority is still to continue the longer-term programme activities to ensure that gains made within food security and reconciliation are not lost due to the overall deterioration of the situation in the country.

Furthermore, DCA has developed a multi-sector humanitarian program responding to the conflicts of recent years in the border areas between Sudan and South Sudan.

The country programme objectives in South Sudan remain:

- Rights holders' participation and influence on social, political and economic decision-making processes that affect their lives strengthened, with a special focus on peace and conflict-mitigation
- Vulnerable communities' sustainable livelihood and food security enhanced through community and household level interventions to increase food accessibility, stability and utilisation
- Resilience of vulnerable communities strengthened through disaster risk reduction and effective and appropriate humanitarian response
- Vulnerable communities' ability to manage the impact

of ERW and the large number of small arms to provide a safer environment for community use increase through implementation of humanitarian mine activities

- Target communities empowered and collaboration enhanced among communities, local government, and DCA partner organisations

However, it remains to be seen precisely when these objectives can again be pursued in full. This will depend very much on overall developments during the rest of 2014.

The flow of refugees into Kenya from Sudan, South Sudan and Somalia is a regional issue to which DCA is responding. This situation is very closely related to developments in South Sudan, from where about 150,000 people arrived in the first half of 2014, and to the situation in Somalia from where some 600,000 refugees are now in Kenya. The challenge of refugee influxes from South Sudan and Somalia further exacerbates regional challenges related to drought and displacement due to climate change and pastoralist/agriculturalist challenges. Therefore DCA coordinates regional disaster risk reduction out of Kenya.

In relation to this, in Kenya DCA supports activities with refugees and host communities in the larger Turkana West District of North Western Kenya as an extension of the South Sudan programme with the following objectives:

- Access to basic services and protection improved and refugees empowered as a contribution to durable solutions to displacement.
- Community resilience to disaster enhanced and livelihoods strengthened through improved access to and management of community resources in Turkana County
- Regional cooperation enhanced to ensure cross border learning, synergy and coordination to positively impact livelihoods, peace, conflict-mitigation and protection

UGANDA

The overall long term economic growth in Uganda seems impressive, but is mainly focused in certain areas of the south and in extractive industries. Particularly the northern and eastern parts of the country, but also many other areas, still have substantial social and poverty problems, including food security being seriously dependent on the vagaries of climatic. Even though HIV/AIDS incidence rates have tapered off in recent years, the epidemic still constitutes a serious challenge among high risk groups and in those parts of the country where the epidemic has only really taken off in recent years. State control of political participation and opposition is on the increase.

The geographical focus of activities in the Uganda is on the mainly pastoralist/agro pastoralist region of Karamoja in the northeast of the country (with a small programme extension into Kenya) and in the neighbouring mainly agriculturalist Teso-Amuria region. Some activities remain in Rakai and Lyantonde districts in the south-west near Tanzania where the HIV/AIDS epidemic first erupted some 30 years ago. Phasing out of this region is expected within the next few years, depending on the development of prevalence, which is on the increase.

The Right to Food Programme focuses on increasing food and nutrition security, in particular for groups whose livelihoods are threatened by cyclical weather-related disasters and protracted food shortages. The SRHR programme works strategically to strengthen Sexual and Reproductive Health Rights and services of poor and marginalised people in Karamoja region including addressing traditional harmful practices. This programme also works to empower those who are particularly vulnerable to the HIV/AIDS epidemic to claim better services, as well as to improve the response of relevant duty bearers. The Active Citizenship Programme works on issues around electoral and service delivery accountability as well as protection of human rights and space for civil society engagement. A new strategic country programme is planned for establishment during the course of 2015. This will probably modify the current three thematic programmes from 2016.

The programme objectives in Uganda are:

- Policy, legal and administrative frameworks reformed to further electoral accountability and the political participation of women and other excluded groups
- Participation and influence of marginalised rights holders, particularly women and other excluded groups in Karamoja and Teso, increased within the social, political and economic decision-making processes
- Rights holders in vulnerable situations, in particular orphans and vulnerable children, young women, girls and people living with HIV in target areas empowered to challenge unequal gender roles, harmful practices, stigma and discrimination that predispose them to HIV infection and further vulnerability
- Rights holders in vulnerable situations, in particular Orphans and Vulnerable Children, young women, girls, fishermen and people living with HIV in target areas have increased access to information, prevention, care and other HIV and SRHR support services.
- Appropriate actions by duty bearers taken to address structural (social, economic, traditional), political and legal barriers to food and nutrition security

Vulnerable rights holders in target areas are supported to use available resources in a more effective and efficient manner, always mainstreaming Disaster Risk Response (DRR) approaches to achieve sustainable food security and livelihoods. Northern Uganda has received its share of refugees from South Sudan (currently about 119,000), with DCA providing humanitarian support as part of the broader DCA response to the South Sudan crisis. Further, some 60,000 refugees from fighting in the Kivu region of DR Congo are sheltered in the border region of south-western Uganda, which DCA is supporting with development-oriented humanitarian aid, with cash transfer programming being rolled out in 2015. It is planned to strengthen cooperation between the DCA offices in Uganda and South Kivu/DRC (so far focused on Safer Communities and Mine Action activities) with a view to facilitating the return of these refugees as and when conditions allow.

MALAWI

DCA has been working in Malawi for more than 30 years and established its own office there in 1997. Malawi is still among

the poorest and least developed countries in the world with high HIV/AIDS prevalence, weak governance and exposure to climate change. Within Malawi DCA has no exclusive geographical focus, since the country is relatively small. It is worth mentioning that the Southern tip of the country (Shire Valley) is particularly prone to suffer extreme climate events (flooding and droughts). Humanitarian relief aid is therefore often directed to the Valley, which is a focus for disaster risk reduction interventions.

In Malawi, DCA has programmes in Active Citizenship, Food Security, and HIV and AIDS. The main focus of the Active Citizenship programme is local governance for promoting more participation friendly laws and also in relation to budget monitoring. Women's participation is specially emphasised. Because of its recent history, Malawi has figured prominently in DCA's broader advocacy for drawing attention to the importance of an enabling environment for civil society organisations. This aspect will continue to be high on DCA's agenda. The Food Security programme focuses on rural food insecurity and is piloting new approaches in savings and loans associations. DCA closely supports the international and domestic climate change advocacy of Malawian partners financially and technically, but there is a need to scale up policy analysis and long-term advocacy strategy. The recently approved HIV and AIDS programme has a strong focus on empowerment of women and youth in relation to the epidemic.

Malawi has been in the forefront of DCA's efforts to engage the Private Sector in development. With support from Bilka, DCA has and will continue to cooperate to improve health infrastructure and primary health facilities as well as nutrition in rural areas and small towns. Cooperation with Grundfos, which has been provided solar powered pumps to irrigate small holder farmers' land, will continue. The cooperation is expected to develop further thus ensuring improved agricultural production, market access and improved nutrition for marginalised farmers.

The programme objectives in Malawi for 2015-2018 are:

- Legal, policy and implementation frameworks enhanced for furthering the political participation of poor rural/peri-urban men and women, particularly within parliamentary processes and local governance structures.
- Space for citizen action protected and participation of poor men and women enhanced within political processes and decision-making structures.
- Rural food insecure households' access to food increased and nutritional status improved.
- Duty bearers take increased action for effective and adequate HIV related service delivery to the most marginalized women, children and people affected by HIV and AIDS, and creating an enabling non-discriminatory environment for HIV prevention and treatment.
- Vulnerable rights holders most at risk of or affected by HIV, in particular young women, elderly heads of households and affected children, empowered to claim their sexual and reproductive rights, and to be free from discrimination, criminalisation and harmful cultural practices.
- Resilience of vulnerable communities built and strengthened through disaster risk reduction, climate change adaptation and mitigation measures, and emergency response.

ZAMBIA

Zambia is a country rich in natural resources. It has experienced relative economic growth in recent years, but the vast majority of the population remains poor. Governance is weak and HIV/AIDS prevalence still very high.

In Zambia, DCA programmes will focus on the poorer provinces and those where good partners with high impact have been identified.

Positive experiences with joint programme work between three agencies (DCA, Norwegian Church Aid (NCA), and Christian Aid (CA)) can be documented in Zambia since the beginning of 2011.

In 2015 an evaluation of the programme will be undertaken as a basis for developing a new 5-year programme and for decision-making on continuing joint programming between NCA, CA and DCA.

Important advocacy issues which link Zambia programmes with headquarter (HQ) efforts include climate change, land grabbing and political space. DCA will continue to base information work and possibly volunteer work on its involvement in the Joint Country Programme.

The programme objectives in Zambia until 2015 are:

- Women's participation increased in national decision-making processes.
- People living with HIV, in particular women, benefit from legal social and economic assistance from joint programme partners.
- Orphans and vulnerable children benefit from social, psychosocial and physical support.
- Faith-based organisations and targeted communities increasingly adopt HIV prevention measures.
- Rights holders organised and empowered to secure sustainable livelihoods especially in rural Zambia.
- Poor households and communities have adjusted land use practices for increased resilience and food security.
- Poor communities have implemented disaster risk reduction (DRR) to increase resilience to natural disasters.
- Democratic practices and legal frameworks established that are responsive and uphold the rule of law.
- Partners' capacity strengthened in analysis of policies governing resources, finance and accountable governance.

ZIMBABWE

Zimbabwe is a country rich in resources, but poor management and continued conflict has led to inequality, poor governance, widespread poverty, malnutrition and proliferation of HIV/AIDS.

DCA is planning to develop its engagement in Zimbabwe into a focus country from 2015. Pilot projects are being conducted

with other ACT partners in 2014 within 4 programmatic areas – Governance, Extractive Industries, Livelihoods and Peace and Reconciliation – with a view of developing full-fledged programmes to start in 2015. DCA's focus will be on governance, livelihoods, humanitarian mine action (HMA)/safer communities (if and when possible) and humanitarian aid as the need arises. A separate regional office to manage the programme will be set up in Zimbabwe during 2015. An innovative for Zimbabwe has been the development of a Joint ACT Alliance Strategy and the search for Private Sector cooperation for example with Bestseller and Grundfos.

Proposed Governance objectives focus on:

- Strengthening the capacity of local government authorities to deliver on economic and social rights and basic services
- Facilitating community rooted advocacy to claim and demand citizens' rights
- Holding government accountable for ensuring an enabling civil society environment. These objectives focus on holding elected leadership to account using normative standards established in the Constitution and Bill of Rights coupled with an enabling operating environment for non-state actors.

The Peace and Reconciliation objectives identified are:

- Conflict sensitive principles and methods are integrated into existing ACT Alliance programmes
- Strengthening of church and national institutions on peace and reconciliation

The objectives identified for the work on Extractive Industries are:

- Building capacity of community based groups and networks in mining communities to hold the investors and duty bearers accountable
- Working with parliament to ensure parliament plays a critical role in policy formulation, contract negotiations and monitoring
- Supporting investigative research as a key strategy to expose unscrupulous practices and sensitive issues in the extractive sector

The two proposed Sustainable Livelihoods intervention objectives are:

- Improved livelihoods for vulnerable people in semi-arid and arid areas
- Strengthening the agricultural value chains and create new opportunities for the poor and disadvantaged

3.2 ASIA

Asia is home to the majority of the world's poor people. DCA works to support their participation, food security and protection against disasters within four focus countries across three of the sub regions. In South Asia DCA works in Nepal (Focus

Country), in India and Bangladesh (both Programme Countries), and in Pakistan (Humanitarian Action Country). In South East Asia DCA works in Myanmar (Focus Country), Thailand (Programme Country), and in Cambodia (Focus Country). In

Central Asia DCA works in Kyrgyzstan (Focus Country) and in Tadjikistan (Programme Country), as well as in the main cities of Kazakhstan and Russia.

SOUTH ASIA REGION

Despite having some of the fastest economic growth rates in the world, South Asia also has the largest number of poor people in the world. Inequality is growing and 600 million people still live on less than 1 USD a day and lack food security, participation, justice and services. South Asia is source region for the majority of semi- and low-skilled labour worldwide. Some 260 million Dalits, also known as “untouchables”, lack access to the most basic human rights, and civil space to address human rights issues is shrinking. Women and children are particularly at risk in the most vulnerable and discriminated communities that are also most often struck by climate related and other – often water related – natural disasters.

DCA has worked with partners in this region for more than fifty years. Since 2013 DCA has had a reorganized set-up with Nepal as new focus country and a new approach. All of our programmes are presently regional and are based on common issues and responses across the three countries. This approach fosters partner alliances and makes new knowledge based interventions replicable and thus cost effective and very worthwhile in a context of major needs but limited support. In the next phase these programmes will move towards a consolidated country program.

In **Nepal** our interventions focus on the Far-Western, Western and Eastern districts. In India, the geographical focus is Rajasthan and Orissa (Active Citizenship and Right to Food) and Orissa, Bihar, West Bengal and Assam (Right to Food and Disaster Risk Reduction). In **Bangladesh** the geographical focus is the north-west, the south-west and north-east.

The four programmes are managed by the South Asia regional office (SARO) in Kathmandu and include Inclusive Citizenship, Right to Food through Better Access to Sustainable Livelihoods/DRR, Humanitarian Assistance, Protection and DRR, as well as the Migrants’ Rights programme in Asia; the latter programme is led by the DCA office in Kathmandu and co-implemented by Cambodia and Myanmar plus recipient countries in south-east Asian and middle-east countries. Civil society is under strict scrutiny by control and even containment oriented governments in Nepal, Bangladesh and not least India through use of the ‘Foreign Contribution Regulation Act’. DCA’s partner base in the region is a complementary mix of development organisations and policy and human rights actor – ranging from local constituency based organisations to national and even regional networks. Experienced Indian organisations share lessons and expertise with partners in Nepal and Bangladesh. The targeted rights holders in the prioritised geographical areas are excluded communities with Dalits, tribal people and particularly women as the most marginalised, plus migrant workers. Human Rights defenders are supported as key actors in working on these issues. The Right to Food through Better Access to Sustainable Livelihoods/DRR programme tries to address the interrelated, but often separated issues, of Right to Food, DRR, natural resource management and climate change adaptation in an

effective, integrated and climate friendly approach, which is breaking new ground and providing lessons across DCA and beyond. Advocacy work in the different programmes includes a number of strong links with DCA’s global advocacy, for example on food security, enabling space, climate change and on Dalit rights in close cooperation with the International Dalit Solidarity Network.

The SARO office has developed a private sector fundraising strategy, and is exploring options for new collaborative business-to-business partnerships in the region. Part of the initial exercise is to conduct a mapping of relevant Danish companies which match DCA’s core competencies, for example in the area of climate change. Two of DCA’s staff from the office will undergo a Danida fellowship training in Public-Private Partnerships in 2014. This will provide DCA with enhanced knowledge and skills within this new, emerging field from a regional fundraising perspective

The programme objectives in Nepal, India and Bangladesh are:

- Women and Men from discriminated communities enjoy their rights to participate for furthering accountable governance and for fostering a culture of equality and diversity.
- Rights-holders resilience and access to and control over productive resources increased
- Migrant workers’ rights secured through the entire cycle of migration, from origin, through transit, at destination, and at return to home country.
- Resilience of vulnerable communities strengthened through DRR, Climate Change Adap-tion and Emergency Responses. DCA will continue to strengthen humanitarian portfolio and visibility in India, Nepal and Bangladesh, with a scale up strategy of partners for response in Bangladesh and Nepal.

SOUTH EAST ASIA REGION

The region is known for the booming Tiger economies, but you still find two of the poorest countries in Asia bounded by Vietnam and Thailand, Malaysia and China where DCA has chosen to work. These are Myanmar (Focus Country) and Cambodia (Focus Country). Both countries are struggling with a transition to democracy and open market economies. Gender inequality is rampant, income inequalities are huge and both countries share vulnerability to climate change and frequent natural and man-made disasters.

MYANMAR

After a long harsh military rule with isolation and boycott, the 60 million population now face enormous challenges, but have also initiated social and democratic changes. The country is deeply divided after wars between the military and ethnic minorities and extremely exposed to Explosive Remnants of War. The GDP/cap is by far the lowest in the region (IMF 2013: 1,040 USD). So are other indicators of poverty and gender inequality. The private sector has a large interest in – and influence on – developments in Myanmar, which attract large-scale foreign investments to the country. This is a reality that offers opportunities for DCA, but also calls for development of a cautionary approach to sensitive issues such as land rights and corporate human rights responsibilities.

For 20 years DCA has worked with Myanmar diaspora civil society organisations working cross border from Thailand and with refugees living there through The Border Consortium as well as with churches inside Myanmar. DCA has had a presence and office inside Myanmar since the humanitarian response to the Nargis Cyclone in 2008, and is now registered with the Ministry of Home Affairs and has an MoU with the Ministry of Social Welfare, Relief and Resettlement. In response to the present challenges described above, DCA has developed a country programme focusing on two distinct geographical areas - the central dry zone including limited activities in Chin state, and the mid-to-south eastern Border States near Thailand. From among the many vulnerable groups in Myanmar DCA has chosen to focus on landless and small farmer households, women and female headed households and conflict-affected communities as targeted rights holders. This choice was based on thorough poverty analysis and consultation with local partners and coordination with ACT sister organisations. The overall goal is to empower rights holders and enable duty bearers to improve on the lack of protection and food insecurity as well as to improve on the lack of accountable, inclusive and effective government structures, inequality and discrimination. The overall goal is to empower rights holders and enable duty bearers to address the lack of protection and food insecurity as well as address the lack of accountable, inclusive and effective government structures, inequality and discrimination. HMA work is integrated with other interventions in pursuit of 'safer communities'. The emerging civil society environment in Myanmar is highly politicised and many organisations, which are striving to develop in terms of capacity, scope and specialisation, may be easily marginalised by top-down international non-governmental organisations (INGOs). Within this setting DCA has chosen to work bottom-up with strongly anchored local NGOs including trusted churches and a few other important faith based organisations and with emerging national policy actors. Furthermore DCA Myanmar/Thailand co-implements the regional DCA programme on 'Migrants Rights'. The programmes feed into DCA's global advocacy around Land Rights as part of Food Security, Climate Change and the International Campaign to Ban Landmines.

The programme objectives in Myanmar are:

- Participation and influence of landless and small farmers, women and female-headed households on the political, social and economic decision-making processes that affect their lives enhanced, with a special focus on promoting trust and understanding in the south east of the country.
- Food security and sustainable livelihoods of vulnerable rural families improved through policy and practice changes of rights holders and relevant duty bearers, and the adoption of various disaster risk reduction methodologies.
- The quality of life for conflict-affected communities, including Internal Displaced People (IDPs) and refugees, enhanced by being able to return and resettle safely and re-establish livelihoods in areas free from the threat of mines and other explosive remnants of war.
- The organisational capacity, policies and quality of partnership between DCA and its partners significantly enhanced so as to better support the efforts of vulnerable

and margin-alised communities to achieve their rights in a sustainable and non-discriminatory manner.

The influx of Myanmar refugees (120,008, April 2014) and undocumented migrants (approximately 2 million in 2014) into Thailand is a regional issue. DCA's activities through its sub-office in Chiang Mai in response to this take three forms:

- Work on refugees' rights through The Border Consortium (TBC) to improve living conditions and human rights for displaced from Myanmar in Thailand and prepare for possible future return.
- Support to border-based NGOs and CBOs working from Thailand into eastern Myanmar to support the sending communities (of migrants and refugees) and prepare a possible future safe and sustainable return (Operation Day's Work - supported intervention). HMA interventions are integrated in this response and DCA is working in cooperation with Non State Actors and government inside South East Myanmar on HMA. The implementing partners are CBOs with the same ethnic representation as the NSAs
- Work - managed from Yangon - on Migrants' Rights (Myanmar migrants as well as Cambodian migrants) is done as an integral part of the DCA Asia Regional Migrants' Rights programme.

CAMBODIA

DCA started working in Cambodia in 1979 after the demise of the Pol Pot regime and a DCA office was set up in 1997. The country is marked by inequality, a weak civil society, immature democracy and lack of government accountability. The 15 million population is greatly challenged by a culture of impunity, corruption, dependence as well as land-grabbing and ruthless depletion of natural resources. Hope rests with strengthening of a weak but increasingly active and dynamic civil society, which includes new emerging grassroots networks and community groups that can complement the more formalized and traditional civil society actors. Together they carry the potential for driving change. Supporting social movements is therefore one of DCA's new priorities. DCA's partner base consists of more established partner NGOs with which DCA has worked over the years in focused transition from service delivery to rights based interventions. Faith-based partners are few and all civil society in general is still weak. New legislation and increasing control is threatening to limit the political space further, which calls for joint action for protection of human rights and fundamental freedoms. DCA's geographical focus is in the northwest of Cambodia, Phnom Penh and surrounding provinces.

The DCA manages the joint Christian Aid and DCA office. DCA implements approved programmes under Active Citizenship and Right to Food, co-implements the regional Asia programme on Migrants' Rights, and also provides Humanitarian Assistance. These programmes contribute substantially to DCA's global advocacy around an enabling environment for civil society, land grabbing and climate change as well as migration. In 2015 an overall country programme will be developed to take effect from 2016. A 2014 Danida Innovative Partnership project will inform the programme and DCA will seek to strengthen conflict sensitive programming, effective power analysis and leadership development in partner responses to transformation in society.

The programme objectives in Cambodia are:

- Target communities' participation and influence enhanced in decision-making on social, economic and political affairs contributing to more accountable governance and more equi-table development.
- Accountability of government for full range of rights increased, and government more open to participation of civil society in decision-making.
- Rural communities affected by food insecurity more resilient to economic and environmental shocks and stresses, which impact on their livelihoods and access to food.
- Rural communities affected by food insecurity empowered to claim their rights to land and other productive resources and to services essential to livelihoods.
- Resilience of vulnerable communities built and strengthened - through disaster risk reduction, climate change adaptation and mitigation measures, and emergency response.
- Links to other countries maintained by DCA in the South East Asia region, notably within the Migrants' Rights programme with Thailand, Myanmar and Malaysia, as well as with Laos (Humanitarian Mine Action).

CENTRAL ASIAN REGION

DCA's main focus in Central Asia is on Kyrgyzstan, with programme extensions in contiguous districts of Tajikistan as well as in the main cities of Kazakhstan and Russia.

KYRGYZSTAN

Kyrgyzstan is heavily affected by internal and external migration because of widespread poverty and few economic opportunities. The impact of external migration is among the very highest in the world in proportion to the total population (about 1.5 million of the total 5.5 million population outside the country at any given time). DCA has chosen Kyrgyzstan as its focus country in Central Asia because it is the poorest (with Tajikistan) and, with relatively more civil space, has potential as a democratic reform hub in a region characterised by very repressive regimes. However, new draft NGO legislation inspired by Russia suggests coming challenges to that space.

Civil society in Kyrgyzstan benefits from a history of good education and high mobilisation in the country. So amidst the social deroute after independence, civil society is still relatively developed. DCA partners with NGOs with a strong constituency and with a few policy focused network organisations – all cooperating more and more in alliance. Female leadership in civil society is strong and competent and reflects the fact that, even if patriarchal traditions remain

strong and gender inequality high, there was a relatively high level of equality in schooling and public life in the Soviet era.

DCA and partners work with: poor “migrant sending communities” affected by the absence of the young and strong; “receiving areas” of both internal (mainly cities) and external migrants (Kazakhstan and Russia); and ensuring the political space for holding authorities accountable.

In Kyrgyzstan DCA works in close cooperation with Dutch ACT Alliance member ICCO based on a common programme strategy, shared offices and a clear division of labour. Together, ICCO and DCA make up the Kyrgyzstan ACT Forum and have developed a humanitarian preparedness and response plan for Kyrgyzstan, which is regularly updated. German ACT Alliance member Bread for the World contributes financially.

In the course of 2015, the existing separate programmes Active Citizenship (“Asia on the Move”) and Right to Food will be merged into a comprehensive country programme set to begin in 2016. Funding permitting, this will also encompass follow-up of recent initiatives for Safer Communities in connection with DCA's major humanitarian involvement after the 2010 conflict in the south of Kyrgyzstan. Within Kyrgyzstan, the geographical focus is in the regions of Bishkek, Chui, Issyk-Kul, Osh, Batken, Jalalabad and Naryn.

Programme objectives for Kyrgyzstan are:

- Community members vulnerable to migration issues obtain access to social and medical services in their own local environment
- Internal Kyrgyz migrants included in the policy-making process and as recipients of public services where they live and work
- Problems related to violation of labour migrants' rights considered and recognised by national and regional decision-makers in receiving countries
- Equal partnership of the NGO sector in the governmental decision-making process on public and political issues at national level ensured
- Vulnerable rights holders in target areas supported in using resources in a more effective and efficient manner, taking into account DRR and climate change approaches and national policy framework, to achieve more sustainable food security and livelihood
- Capacity of rights holders to claim and uphold their right to food increased
- Dialogue among duty bearers and rights holders facilitated at the national level

3.3 CENTRAL AMERICA

For many years, DCA's emphasis in Latin America has been on Central America because this is by far the least developed region of the continent. Within the structurally rather similar, small Central American countries, increasing focus over the past decade has been deliberately on Honduras.

HONDURAS

Honduras is not only one of the two poorest Central American countries in terms of GNI/cap. The gap between rich and poor is (still) one of the widest in the world, and large portions of the population, rural and urban, are food insecure. Honduras has a very high level of social conflict (the highest homicide ratio by

far in the region), and successive governments have been able to do little in the way of addressing structural causes of poverty. Honduras is unlikely to achieve the MDG goal of reducing by half the number of people suffering from hunger and malnutrition by 2015.

A serious challenge inherent to Honduras in the wake of the 2009 coup, which is only partly reduced by the 2013 elections, is that a considerable part of civil society (including several DCA partners) have no confidence in the state and are reluctant to engage with its representatives. Other civil society organisations are more open to such opportunities. This situation causes tensions between the two categories of civil society organisations and requires substantial dialogue efforts for alliance building.

In Honduras DCA works with two interlinked programmes on Active Citizenship and Right to Food. The Active Citizenship programme focuses on enhancing the space for political participation of poor and marginalised people (mainly women and indigenous people), linked with increasing access to justice and combating human rights violations. The Right to Food programme seeks to strengthen local economic development in marginalised rural areas; these is a strong focus on empowering women in their livelihoods, including climate change adaptation and advocacy on the right to food. Both programmes provide substantial inputs to European based advocacy networks focused on Central America of which DCA is an active member.

Central America is considered one of the most disaster prone regions of the world, with the main risks for Honduras being climate and seismic events. DCA will continue working with preparedness and risk reduction in exposed areas. Also, humanitarian response capacity will be enhanced with selected local partner organisations, coordinated within the ACT Alliance.

Outside Honduras, DCA will continue working with a few resource

partners that support the work in Honduras, specifically in the fields of disaster risk reduction advocacy and access to the Inter-American Human Rights System.

In maintaining a regional perspective on the work in Honduras, DCA cooperates with other European ACT Alliance members in the region who have different geographical emphases but work with largely similar topics. Specifically, humanitarian response capacity is organised within the respective national ACT Forum, with particular ACT Alliance partners being the lead organisation in each country in the event of major disasters, including for coordination with national disaster management institutions; in this regard DCA covers Honduras. Also, at the regional level, possible responses to the issue of citizen security are being explored. Furthermore, close cooperation takes place with IBIS in Guatemala and Nicaragua in connection with the joint implementation of the Danida human rights programme component GESCCA.

Programme objectives in Honduras are:

- Duty-bearers actively influenced by poor and marginalised populations for the progressive improvement in public response to their needs at local, sector and national levels.
- The poor and traditionally excluded population make use of their rights to participate and decide their human, social and democratic development.
- Awareness and capacities of the poor and marginalised population increased for human rights defence and claim, and the struggle against impunity
- Poor rural communities in Honduras benefit from their right to food and to the improvements of more sustainable livelihoods.
- 80% of the supported communities access strategic food reserves, consisting of basic grains and other nutritional necessities, in order to withstand droughts and other forms of natural disasters.

3.4 MIDDLE EAST

The region is volatile and ridden with conflicts that have resulted in major protracted humanitarian crisis situations and impoverishment of large segments of the population. Based upon the dynamics of change in the region, DCA is continually assessing where need is greatest and where DCA/ACT has a comparative advantage. The focus region has been chosen because of the relative cultural homogeneity, a shared political and historical inheritance, similar needs and neglected rights, particularly the rights of women and various other populations living without political and social rights. Churches, although under pressure, constitute an important minority with deep historical roots and social involvement in most countries of the region. Civil society in most countries is still weak and need support especially to play its role in promoting democracy and rights. DCA's focus country in the region is the State of Palestine with activities in Jordan, Lebanon, Libya and Syria.

STATE OF PALESTINE

The State of Palestine and of Israel remain the main focus

and priority of the Middle East regional office with a well-established partner platform, ACT forum and an on-going country programme. The Middle East regional office is based in East Jerusalem and the programming in Palestine and Israel has been on-going since 1949. The focus country programme includes food security, promoting women's rights, advocacy and humanitarian assistance.

The office is implementing a wide spectrum of projects with a strong and diverse partner group including several ACT partners under the country programme. The DCA Middle East regional office runs an office in Gaza that allows for an efficient implementation of the country programme in this region.

The major strategic challenges in the coming years will be to further enhance the conditions that increase the rights holders' resilience given the failed peace negotiations and continuation of Israel's expansion of settlements and incursions on Palestinian land. This is to be seen in combination with the

development and strengthening of particular local protection mechanisms Local to Global (L2GP) and at the same time improving and creating channels for the beneficiaries to be heard and to advocate internationally. To achieve this, it will be important to continue to increase and diversify the humanitarian response and livelihood portfolio in the country programme with innovative elements. DCA will build alliances and consortia where relevant for improved funding, and programme effectiveness and efficiency.

DCA intends to intensify cooperation with the ACT Alliance, especially with the aim of creating a joint Palestine programme with NCA with DCA as lead.

The programme objectives in the State of Palestine are:

- To ensure that the rights of Palestinians to sustainable livelihoods and self-determination are respected, protected and fulfilled.
- Third states (Denmark and EU) are challenged to adhere to international humanitarian and human rights law with the long term aim of ending occupation and achieving a just and lasting solution to the Israeli-Palestinian conflict.
- Palestinian men and women’s right to participate in social and political decision-making processes is promoted, enhanced and protected.
- The Palestinian population’s resistance and resilience is strengthened through greater access to and utilisation of basic livelihood resources and humanitarian assistance necessary for sustaining communities on their land and preventing forced population transfer.
- The capacity of partners, organisations and networking is enhanced through DCA facilitation.

3.5 HUMANITARIAN COUNTRIES

Beside the focus countries analysed above, DCA conducts humanitarian activities in a number of other countries (listed below) where the decision to become involved is based on considerations of humanitarian needs, DCA capacity, funding availability etc. Such engagements are often in fragile situations, usually have a relatively short planning horizon, and require high flexibility, even though developments at times necessitate a longer term effort.

In the 2015-2018 strategic period, DCA will significantly increase the number of Humanitarian Mine Action/Safer Communities and humanitarian action activities, based on needs. Table 3.1 below shows the situation in 2014.

TABLE 3.1 NUMBER OF HUMANITARIAN MINE ACTION/SAFER COMMUNITIES AND HUMANITARIAN ACTION ACTIVITIES IN 2014

SAFER COMMUNITIES/HUMANITARIAN MINE ACTION (HMA)	HUMANITARIAN ACTION
Lebanon	Lebanon
Syria	Syria
DR Congo	DR Congo
Mali	Mali
Central African Republic	Central African Republic
Libya	
Angola	
Laos	
South Sudan (integrated part of focus country programme)	
Myanmar (integrated part of focus country programme)	
	Iraq
	Sudan
	Somalia
	Pakistan
	Jordan

SOMALIA

In Somalia, the likelihood of refugees returning now seems increasingly realistic. DCA will implement a gap assessment mission in close cooperation with ACT Alliance members to investigate the possibility of expanding activities into Somalia. The most likely activities, given needs, gaps and DCA competencies and availability of funding, would be Mine Action/Safer Communities work in Kenya and livelihoods activities either with host communities in Kenya or upon return to Somalia.

DEMOCRATIC REPUBLIC OF CONGO (DRC)

DCA works in Eastern DRC focusing on the conflict-affected eastern provinces. Through its safer communities programme, DCA contributes to the peace and stabilization process of eastern DRC by removing mines, explosive remnants and other instruments of war, reducing and preventing armed violence, and counteracting its impact on the civilian population. DCA will build community resilience through local partners to strengthen communities' ability to withstand the protection risks they face including banditry, sexual and gender based violence (SGBV) and inter-community conflict, through community-led initiatives such as safety planning, incident monitoring and early warnings/alert systems.

ANGOLA

DCA works in Moxico which one of the most isolated provinces in Angola and is the one most contaminated with mines and explosive remnants of war (ERW). DCA's mine clearance programme creates safer communities free of mines and ERW. These activities create the conditions for the safe return of refugees and Internal Displaced People (IDPs), and promote socio-economic development for the population living in Moxico. The programme also assists Angola to deliver its Article V obligations under the Antipersonnel Mine Ban Treaty.

MALI

DCA works in conflict-affected Central and Northern Mali. DCA is working through partner networks to provide survey and clearance of ERW and reduce the potential for armed violence. The work through local partners includes building community resilience, via community-led initiatives such as community safety planning, to strengthen communities' ability to withstand and manage the protection risks they face.

CENTRAL AFRICAN REPUBLIC

Given the humanitarian situation, DCA has supported ACT Alliance response through the Lutheran World Federation. The armed violence challenges may require a DCA mine action response.

LAOS

In Laos DCA through its Safer Communities programmes will improve human security and conditions for safe and sustainable livelihoods for populations through clearance and survey of land contaminated by ERW.

LEBANON

In Lebanon DCA implements extensive Battle Area Clearance (BAC) and demining operations.

DCA is also responding to continual and the growing new challenge posed by the influx of Syrian refugees. The DCA response to this humanitarian crisis is currently addressing the needs of Palestinian and other refugees from Syria through providing life-sustaining and life-improving support with particular emphasis on protection needs and resilience building. A small office has been established in Beirut with a humanitarian response team in addition to HMA. Considering the developments of the Syria crisis, the time frame for DCA humanitarian response is likely to extend beyond 2015. The response could potentially lead into some rehabilitation work based on relationships being built with civil society organisations outside and within Syria.

LIBYA

DCA's activities in Libya respond to immediate humanitarian needs after the NATO intervention in 2011 and to the need to support the establishment and strengthening of civil society organisations. Current operations have a proposed timeframe until end 2015 - pending funding. In Libya DCA implements two programmes: a Humanitarian Mine Action programme with an integrated psycho-social component for children and arms violence reduction; and a gender programme to stimulate women's participation in political processes which is supported through expertise from the DCA MENA regional office.

SYRIA

DCA Humanitarian activities in Syria until at least the end 2015 will focus on enhancing resilience and reduced vulnerabilities of the most vulnerable people and communities affected by the Syrian crisis. DCA will work with partners to deliver timely and effective humanitarian response according to international quality and accountability standards. This will include expanding the engagement with local partners, particularly Syrian civil society organisations (CSOs) and networks and preparing the ground for long-term reconstruction activities.

JORDAN

DCA provides ACT Alliance members with life-sustaining and life-improving support for Syrian refugees and host communities.



PHOTO MIKKEL ØSTERGÅRD

4 PARTNERSHIP FOR CHANGE

Partnership is a core principle of DanChurchAid (DCA) – not just a way of working but fundamental to our values and identity. A partnership is based on mutual ownership, learning, accountability and participation – a strong mutual relationship based on shared values and principles.

Our partnerships are our most important asset to make the changes we wish to see in the world. Since 2010, DCA has been a leading member of the global Action by Churches Together (ACT) Alliance. The ACT Alliance currently has 144 members from both North and South. An important part of our partnerships, in particular those related to humanitarian work, are with other ACT members, but we also work with secular partners, social movements and other actors.

From 2015-18 we will prioritise the implementation of key elements in the partnership policy, which was approved in 2013. Particular focus will be on more systematic portfolio management of our partnerships in each focus country and related countries, and on a continued strengthening of the annual strategic partnership dialogue.

4.1 THE ADDED VALUE OF PARTNERSHIPS

Our local partners are on the front line, interacting with rights holders every day, trying to strengthen their civil society and to hold governments accountable. DCA partners are critical actors that enrich and inspire our work. They enable us to understand better the problems of poverty and marginalization.

DCA believes that civil society organisations (CSOs), including social movements and grassroots organisations, can transform needs and rights of poor and marginalized groups into social and political power; this power can ultimately lead to a positive change in the lives of poor, excluded and vulnerable people. DCA aims to assist these organisations to be - or to become - strong, autonomous, vibrant, professional, accountable, transparent civil society organisations genuinely representing rights holders. Civil society must be locally owned to be sustainable. Working in partnership is therefore our natural starting point.

Global changes and increasingly complex conflicts require new types of partnerships and that we are innovative and open towards new ways of entering into partnerships. New civil society groups are emerging from citizens' action and are challenging illegitimate authorities and abuses of power by governments and the private sector. They often organise differently and use new methods like social networking, online petitions, direct action and protest. Cross-border work in complex conflicts also creates new risks and places new demands both on our preparedness to take risks and to develop new ways of working in partnerships. This requires that we adopt an innovative and experimental approach as well as improved risk management, not least in relation to new types of partners.

An important tool in managing these challenges will be to strengthen and systematise our civil society analysis' to ensure

optimal prioritisation of our support to civil society in focus countries and adequate contextualisation of our partnership criteria. The civil society analysis will be a part of the new country programme format. The analysis will be carried out with existing and potential partners in relation to upcoming programming processes while also taking into account existing sources, such as the EU “civil society road maps”, where these are accessible. In the analysis, particular attention will be given to understanding the role of faith-based organisations and their potential.

The civil society analyses’ are also central in ensuring that the country programmes have a strategic, balanced and mixed partner portfolio based on the particular context and the partnership criteria. This analysis will also be used to guide reductions in the number of partners; such reductions are anticipated in some focus countries which have overly large partner portfolios.

2015 STRATEGY INDICATOR *Piloting civil society analysis, including the role of Faith-Based Organisations, in at least one country as part of country programme preparations*

2018 STRATEGY INDICATOR *Civil Society Analysis, including the role of Faith Based Organisations, is part of all Country Programmes developed since 2015 and key findings are reflected in the developments of the partner portfolios, for example as adjustments in types or numbers of partners.*

Partners and DCA’s mutual relationship and joint learning

DCA acknowledges that genuine partnerships take time to develop and are based on values such as trust, respect and acknowledgement of each other’s strengths and weaknesses. DCA believes that such values are essential in partnerships when facing a constantly changing world, emerging trends, opportunities and priorities. In genuine partnerships, partners and DCA challenge the traditional donor-partner-beneficiary relationship and are in dialogue on values and principles (which also change over time). DCA aims for mutuality in the partnerships by contributing to mutual responsiveness, mutual openness towards different perspectives in the partnership and change processes.

At an organisational level DCA has established two ways through which groups of partners can influence DCA governance, management and programming. A DCA Partner Group consisting of elected representatives from each focus country which has an advisory function to the DCA Board and to Senior Management. The Group will be consulted on DCA’s overall strategic directions and we will seek critical, constructive advice from the Partner Group with regard to all new policies and major revision of existing policies, as well as other DCA key documents. The Group will be invited every second year to attend the Annual Assembly in Denmark and every other second year to participate in the DCA Board travel to one of

DCA’s focus countries. In addition, DCA will continue to establish Partner Platforms in relation to each of its programmes in the focus countries. Here partners have a more direct influence on the development of DCA’s programmatic strategies, planning and monitoring. Much capacity building of partners and advocacy is also anchored here. The Partner Platforms are also where the Partner Group representatives can link with the other programme partners.

DCA has worked on improving our partnership approach since 2013 and will continue to do so. Creating equal and strong mutual relationship with our partners continues to be critical. This is so not only to achieve short-term results. Setting a good example for how to work in partnership also has its own value in developing the relationship between our partners and the way they relate to the people they work with. We will work to be more precise about our added value in the partnership and to strengthen our capacity to respond to the changing dynamics of civil society in our focus countries. Common values and the joint commitment in relation to the Rights Holders we seek to support will be fundamental in the relationship with our partners.

DCA began working systematically with strategic partnership meetings with selected partners in 2013. The long-term goal for DCA is to meet with all partners on an annual basis, either bilaterally or as part of partner’s round tables. These meetings are to ensure joint reflections, which go beyond our project cooperation, and to function as a reciprocal assessment of the relationship and the longer-term perspectives for the partnership. The dialogue will also include identifying change pathways for the partners, discussing plans for organisational development and how to achieve improved efficiency. Such dialogue will also help us consider how we, together, wish to relate to the external environment – locally, nationally and internationally. For each partnership, we will have clear objectives and clarify common expectations, for example on added value, capacity and organisational development, and/or joint advocacy and communication. DCA will strengthen its support to innovative pilot projects with new partners where civil society organisations are emerging and finding their feet. We will also encourage and assist civil society organisations to become more active and diverse in local and global fundraising. The conclusions reached during the annual dialogue will be documented and formally approved as partnership agreements by both the partner and DCA.

2015 STRATEGY INDICATOR *Annual bilateral partnership meetings held with 50 partners in focus countries and agreements signed which include reflections on the partnership development we wish to see, in addition to the project cooperation and support.*

2018 STRATEGY INDICATOR *Annual strategic partnership meetings and agreements with 75% of all partners in focus countries.*

Organisational Development and Capacity Building

DCA aims to contribute to partners' work and the partnership through adoption of a systematic approach to organisational development and capacity building. In particular the Partner Platforms are established to ensure learning loops with regard to programme design, implementation and monitoring and thereby enhance the partner's sense of ownership of programmes.

As mentioned, the bilateral strategic partnership meetings with partners also have a strong focus on organisations' development. The thinking is to support partners towards a better understanding of organisational change management processes and to support partners in occasionally conducting more thorough organisational assessments, for example in relation to developing new organisation strategic plans or when they experience major changes. Based on the organisational assessment, partners are expected to formulate organisational development plans, which can be used to request capacity building support, for example skills enhancement of particular staff groups or help for policy development, but also coaching for leadership. Capacity building should be based on partners' requests. Support for capacity building may be provided directly by DCA staff or by external providers.

In addition to more bilateral support for partner organisations, the partner platforms may also often be a source of support for capacity development. Here the partners can be directly involved in identifying common needs for training, exposure visits, workshops on cross-cutting issues, etc.

4.2 PRIVATE SECTOR PARTNERSHIPS

Building on the understanding of mutually beneficial partnerships, DCA will strengthen its focus on innovative, strategic partnerships with the private sector in the coming years. This is an emerging area which requires a different kind of strategy and thinking compared to DCA's local partner policy. Nevertheless, DCA's approach to private sector partnerships is based on the understanding of shared value.

The development context is rapidly changing, and the private sector is playing an increasing role in developing countries – both as a solution to and as a problem in global development challenges. The discourse on sustainable and inclusive growth is blurring the traditional divides between business and aid. This development offers new perspectives on sustainable solutions to hunger, climate change, humanitarian response and state accountability, which are at the core of DCA's work. This trend is backed by requests from institutional donors and foundations for private sector involvement or co-financing in CSO projects, and by invitations from companies to join in collaborative partnerships. The openness to discuss the possible synergies

A particular focus in the partnership dialogue and discussion about organisational development will be the links between our partners and the rights holders they work with, and how the partners strengthen the constituency of their organisations to ensure their long-term sustainability. This could also lead to linking DCA's communications, branding or constituency oriented fundraising staff to selected partners who wish to develop that dimension of their organisation.

DCA plans to be part of an external survey – the Keystone Performance Survey of Development Partnerships – which gathers and analyses partner feedback. The survey will ensure that we learn more both about organisational development and capacity building, but also more generally about our partnership relations. This is expected to bring about useful learning, including helping to identify how to support our partners more effectively and how to improve performance by DCA and partners through an open evidence based dialogue about issues faced.

2015 STRATEGY INDICATOR *External survey of Development Partnerships (e.g. Keystone Accountability) conducted and forms a baseline for setting targets for Organisational Development and Capacity Building in 2016 and 2017.*

2018 STRATEGY INDICATOR *External 2018 survey documents status and improvements on selected 2016 and 2017 targets.*

between trade and aid is an opportunity for DCA to “walk the talk” and explore new ways and means of working together to achieve the organisation's overall goals.

DCA is committed to fighting inequality and to promoting sustainable, scalable solutions to tackling poverty. A strong civil society is a prerequisite for sustainable and inclusive growth – but sustainable solutions to complex development challenges cannot be achieved by the state or civil society alone. DCA believes that growth in society can be an important part of lifting people out of poverty, but it needs to be the kind of development, which includes the poorest and does not lead to enhanced inequality. DCA wants to go beyond the traditional “do no harm” approach by effectively considering opportunities for collaboration that impact meaningfully on DCA's development and humanitarian work through multi-stakeholder partnerships, including the private sector.

DCA believes it has a responsibility to ensure that collaborations with the private sector are measured against the criteria of

poverty eradication and meaningful involvement of rights holders in decision-making. These criteria reflect the core principles of good development practice, and are central to our policy recommendations to Denmark, the EU, the private sector, interest organisations, and other investors.

While there are many good intentions in this field, DCA also notes that there is a need for more evidence on how private sector investments can have a trickle-down effect to effectively address poverty and inequality issues. Therefore, DCA will aim at documenting the effects of DCA's own business partnerships with a focus on value chains as part of the strategy. Moreover, DCA will apply its own existing procedures for grants management, including risk analysis and quality assessment. Since this is still a relatively new field, both for DCA, companies and donors, it will require investments and added resources to adapt to a new business-to-business model (e.g. public-private partnerships). In this regard, DCA will map out the opportunities and risks, taking into consideration the role of its regional offices and partners in meeting the dual requirements of companies vis-à-vis our own project management criteria.

As a civil society organisation, DCA plays an important watchdog role by promoting accountability by duty bearers – including state and non-state actors – to ensure that they take appropriate steps to identify, prevent and mitigate adverse impacts of business activities on human rights (in accordance with the UN Guiding Principles on Business and Human Rights). As an organisation which attaches utmost importance to credibility, DCA is committed to speaking up for the marginalised, when human rights are set aside. A key element in DCA's private sector approach is therefore to pursue a dual strategy of engagement through a) corporate partnerships and b) corporate accountability. DCA strongly believes in the complementarity of this dual approach, and also sees it as an effective entry point

for dialogue on corporate social responsibility (CSR). In effect, DCA will develop and make use of existing tools to facilitate a dialogue with relevant private and public stakeholders, addressing the need for responsible investment practices through its global advocacy work, e.g. with regard to the right to food and land grabbing. These objectives will be coordinated in synergy with DCA's other partnerships to ensure due diligence and consistency between DCA's actions and political messages.

DCA will develop a cohesive private sector strategy for the organisation as a whole, including DCA's work in Denmark, international work, and advocacy. The strategy will summarise DCA's partnership approach, core competencies, and DCA's added value. One part of the strategy applies to business-to-consumers partnerships, which will be handled by the national department in Denmark. This part aims at creating engagement, raising funds, creating awareness through campaigns and strengthening the popular foundation (popular support) in Denmark. The other part of the strategy applies to new business-to-business collaboration in DCA, which will be handled by the international department, to seek access to scale up potential and value chain links to strengthen community resilience in humanitarian disasters and livelihood strategies. DCA's comparative advantage in the field of business-to-business includes its technical expertise, local knowledge, links to local partners and other stakeholders, procurement capabilities, and brand value

2015 STRATEGY INDICATOR *DCA has developed a consolidated private sector strategy, complemented by two action plans for DCA's engagement in Denmark and internationally.*

2018 STRATEGY INDICATOR *DCA can demonstrate an innovative approach to business-to-business, complementing some of the DCA's core programme activities.*

4.3 THE ACT ALLIANCE AND OTHER NETWORKS

Our commitment to the ACT Alliance will continue to be strong and the added value as a faith-based organisation will remain central.

Most people in developing countries have a religious world view; their faith is important to them and frames how they relate to the world. Faith groups and faith-based organisations are motivated by values which are grounded in their religious beliefs and often they have a strong relationship with poor people and a strong legitimacy and grounding in local communities. In many countries, in particular in Africa, the churches have influence and power to challenge poor governance and to promote pro-poor policies. As a faith-based organisation, DCA has an obligation and a comparative advantage to engage in discussions with church leaders and church communities to promote progressive development. In the strategic period 2015-2018, DCA will

capitalise more on its particular access to Christian and other faith-based actors to help activate their potential as agents both of development and in inter-religious dialogue in conflict situations.

Also in the period 2015-2018, DCA will be actively involved in the activities of the national ACT forums where local and international ACT members work together to identify common areas of interest and map activities and projects to avoid duplication. DCA will strengthen programmatic cooperation with other international ACT members in all DCA focus countries to ensure that resources are shared and used in the most effective, coordinated and cost-efficient way. DCA offices are shared with other ACT agencies in almost all focus countries. Currently, DCA has joint programming in Zambia, Kyrgyzstan and Cambodia but experiences are very dependent on the specific context; creating

solid local ownership is a big challenge but very important to the success of joint programming. There is no “one-size” fits all model and it is necessary to be innovative and continue testing different ways of joint programming and gather more lessons. In the coming years, this will happen in Zimbabwe, Palestine and Central America.

In humanitarian response activities we will continue to support different models that can continuously improve sharing of resources for improved effective and cost-efficient use, and for increasing the quality and financing of joint programmes in the field.

Joint ACT advocacy will continue to be an important part of DCA's international advocacy work. Climate Change is the major advocacy theme of ACT. Aid Effectiveness and Human Rights and Gender issues are examples of other advocacy areas addressed through participation in various Advisory Groups and Communities of Practice. Also DCA's possible participation in the Governing Board will be an opportunity to influence ACT's advocacy priorities.

DCA will continue to facilitate strategic linkages with external networks and institutions beyond the ACT Alliance in programme countries. These linkages are channels for exchanging information and best practices, improving overall coordination and the impact of technical and advocacy activities. Linkages will include theme-specific national networks, non-governmental organisation (NGO) forums, research institutions and the UN, as well as international networks.

Harmonisation

At a more overall level and in addition to the joint programme development within the ACT Alliance, DCA has prioritised its harmonisation efforts for the strategic period 2015-2018 towards the development of a common core standard for all humanitarian actors. Likewise, DCA will work to support the Certification Project of the Steering Committee for Humanitarian Response (SCHR) to ensure the inter-linkages and the implementation of the revised Core Humanitarian Standard (CHS) and certification system. DCA will continue to exert influence, for example through board positions, to achieve greater harmonisation of a common core standard in humanitarian response. The work includes the development and implementation of a strategy to reach out to other actors, such as quality and accountability organisations, UN humanitarian organisations, south-based humanitarian organisations, and disaster and conflict-affected populations. A clear policy amongst donors vis-à-vis standards and certification will be developed, in accordance with Good Humanitarian Donor-ship principles, in the efforts to harmonise standards.

2015 STRATEGY INDICATOR *DCA actively supports the roll-out of new Core Humanitarian Standard, in particular within the ACT Alliance*

2018 STRATEGY INDICATOR *The Core Humanitarian Standard is applied by DCA's partners in Humanitarian Action.*



PHOTO PAUL JEFFREY

5 HUMAN RIGHTS BASED APPROACH AND GENDER EQUALITY

DanChurchAid (DCA) is committed to ensuring that human rights standards and principles, including gender equality, are an integral part of all its efforts. DCA supports partners that facilitate the empowerment of poor women and men to know and act upon their rights. DCA also supports partners through advocacy and/or capacity-building to ensure that governments and other actors live up to their obligations and responsibilities to the poor. Women are still under-represented in decision-making processes and are often subject to systemic discrimination. To challenge traditional gender roles and inequality, women's skills for participation in leadership and decision-making need strengthening and there must be support for other actions for more equal gender relations.

5.1 PANEL

DCA understands a rights-based commitment as ensuring the incorporation of the five PANEL principles in its international work: Participation (P), Accountability (A), Non-Discrimination and Equality (N), Empowerment (E) and Link to Human Rights Standards (L). The following are the specific quality standards in relation to implementation of these principles:

Participation

Participation is a human right. All men and women are entitled to participate actively, freely and meaningfully in their society. Citizen's active participation in society is a cornerstone of democracy and a development goal in its own right. Participation is also about ensuring ownership and improving relevance, quality and impact of development activities. In order to achieve meaningful participation there must be institutionalised and accessible mechanisms for rights holders to influence decision-making. Participation is

about giving voice to all including marginalised and vulnerable groups with specific attention to both men and women, boys and girls so that they can articulate their interests and claim their rights. It is critical that the barriers that may prevent certain groups from meaningful participation are adequately addressed to facilitate equal opportunities for participation. Often affirmative actions may be needed to include specific marginalised groups.

In 2015-2018 DCA will particularly support:

- Country Office self-assessments of the degree and quality of partners use of participatory methods
- Continued capacity building for DCA staff and partners in participatory methods for facilitating increased influence of rights-holders on partner and programme activities and monitor that the capacity building leads to more participatory approaches in implementation.

- DCA plans to develop e-learning material based on needs assessment to follow up on the participation guideline developed in 2013.
- Work to ensure that both DCA and partner initiated reviews and evaluations increasingly use participatory methodologies.
- Continued strengthening of partner ownership and active participation in programme platforms.

2015 STRATEGY INDICATOR *Number of partners and DCA self-implemented projects who document the degree of rights holders' influence throughout the project cycle (needs assessments, project implementation, monitoring and evaluation) assessed (baseline)*

2018 STRATEGY INDICATOR *75% of partners 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).*

Accountability

Programmes include activities that (a) further the transparency and address gaps in the response of relevant state and non-state actors to specific human rights obligations (b) ensure adequate information to rights-holders on their rights and entitlements; and (c) facilitate access to remedies or complaints mechanisms in cases of abuses and violations.

Working with Duty-Bearers

In the period 2015-2018, DCA will prioritise the following key interventions to enhance its work and learning on supporting partners' advocacy work and advocacy within self-implemented Mine Action activities:

- Improved documentation on the contribution of partners and self-implemented Mine Action activities to changes in laws, policies, budgetary frameworks, practices etc.
- Strengthened methodologies and documentation for monitoring private sector's respect for human rights, where relevant
- Continued partner capacity-building on political analysis and strategic advocacy planning
- Strengthened partners knowledge and skills to enter into dialogue with and influence EU delegations and international actors, including the private sector

2015 STRATEGY INDICATOR *30% of partners under all development programmes or country programme objectives have their own strategic advocacy plans, which include local and/or national advocacy targets, and where relevant, exerting influence on regional, EU and international institutions*

2018 STRATEGY INDICATOR *All country programmes, at least under all development objectives, have documented one*

significant result achieved through their advocacy at national, regional or international level, the critical lessons learned, the role played by DCA in facilitating this result, and the effect of these changes on the lives of rights-holders

Organisational accountability

In the period 2015-2018, DCA will continue working with partners to further improve accountability mechanisms. Information sharing strategies will support meaningful participation of and feedback from the people we work with and stakeholders will have access to safe and culturally appropriate complaints mechanisms in our programmes and projects.

2015 STRATEGY INDICATOR *50% of partners have a functioning complaints handling system.*

2018 STRATEGY INDICATOR *90% of all DCA Humanitarian Action partners are using a quality and accountability standard.*

Non-Discrimination and Equality

Programmes should include activities that

- a) target the most discriminated men and women,
- b) address relevant discriminatory laws, norms and practices that are root causes for systemic discrimination, and
- c) include the active use of disaggregated data in needs assessments, project design, monitoring and evaluations to ensure inclusion and non-discrimination.

In 2015-2018 DCA will:

- Support partners through capacity-building and networking to strengthen practices to address discriminatory practices and norms that reinforce and maintain poverty and inequality.
- Continue building partners' capacity on using disaggregated data to improve strategic programming.
- DCA will develop a short note on how to deal with disaggregated data to further support the targeting guidelines that was developed in 2013 to support this process.

2015 STRATEGY INDICATOR *50% of partners and of DCA self-implemented projects systematically use disaggregated data in needs assessments, project design, monitoring and evaluation and in advocacy planning and documentation.*

2018 STRATEGY INDICATOR *90% of partners and of DCA self-implemented projects systematically use disaggregated data in needs assessments, project design, monitoring and evaluation and in advocacy planning and documentation*

Empowerment

Programmes include processes where groups of marginalised men and women have increased awareness of their rights and entitlements, have enhanced influencing skills, and have strengthened their organisations and networks for claiming rights and accessing entitlements.

All DCA country programmes should include people's organisations or networks, which either work for the empowerment of women or take gender interest and concerns into account in their work

In 2015-2018 DCA will:

- Include partnerships within all programmes with organisations and networks made up of the discriminated/marginalised groups targeted in programme strategies i.e. Dalit organisations, indigenous people's organisations and movements, small farmer organisations, organisations of people living with HIV, women's groups etc.
- Facilitate learning across programmes and countries on empowerment methods like community based monitoring, community dialogue etc.
- Ensure that all country programmes includes targeted interventions to promote gender equality

2015 STRATEGY INDICATOR *Number of DCA programmes that include a specific objective or indicator designed to further gender equality at organisational or programme level assessed*

2018 STRATEGY INDICATOR *90% of country programmes include at least one documented action that has improved gender equality at provincial or national level.*

Link to Human Rights Standards

Programmes use human rights and other related international legal standards in their analyses and programme implementation strategies. Key international legal standards relevant for DCA programmes include relevant provisions under the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural Rights (ICESCR),

the UN Convention Against all Forms of Discrimination Against Women (CEDAW), UN Guiding Principles on Business and Human Rights, the Voluntary Guidelines on Land Tenure, the Geneva Conventions, the Mine Ban Treaty etc. DCA and DCA partners make use of and facilitate alternative reporting to treaty and charter reporting mechanisms e.g. the UN Universal Periodic Review (UPR), UN treaty bodies, Meetings of State Parties etc.

In 2015-2018 DCA will prioritise the following key interventions to enhance its work and learning on using human rights standards and mechanisms:

- All new country analyses reflect on recommendations and conclusions from relevant UN Charter and Treaty mechanisms, particularly the UN Universal Periodic Review
- Partners' capacity on relevant standards and on the use of regional and UN human rights mechanisms is strengthened
- Improved documentation of the effect of the use of these mechanisms (e.g. degree to which using these mechanisms have contributed to placing relevant problems on the national agenda and/or influenced national laws, policies or implementation practices)

2015 STRATEGY INDICATOR *In relation to work in one DCA focus country, DCA has facilitated capacity, networking and contributions to a human rights-related treaty reporting mechanism or to a country's UN Universal Periodic Review process across DCA thematic priorities.*

2018 STRATEGY INDICATOR *In relation to work in eight DCA focus countries, DCA has facilitated capacity, networking and contributions to a human rights-related treaty reporting mechanism or to the country's UN Universal Periodic Review process across DCA thematic priorities.*



PHOTO SOFIA WRABER

6

GLOBAL ADVOCACY

In DanChurchAid (DCA) advocacy is understood as a series of actions strategically designed to influence duty bearers, public policy decisions and policy implementation that affect the lives of poor and vulnerable people. The overall objective of DCA's work with advocacy is to address power imbalances and increase the achievement of rights for the most impoverished and marginalized. This implies addressing the structural causes of poverty and injustice and giving active support to sustainable and equitable development. Much advocacy is implemented at national and local level in the DCA focus countries, but in addition, DCA engages in "Global Advocacy". This is advocacy related to selected issues with a global or international dimension, clear relevance for local and national contexts and rights holders, and where partners/southern sister organisations and the DCA headquarter (HQ) are engaged in planning and implementation of activities. The global advocacy work is aligned and linked directly to DCA thematic policies, including national advocacy activities as described in Chapter 2. Priorities and major strategic considerations are where possible aligned with the strategic plan of the ACT Alliance. Global advocacy is built on strategies that are continuously adjusted to minimise risks and to maximise long-term sustainable effect. It includes identification and often cooperation with relevant alliances, platforms and networks. This has often proven to be a cost effective approach that allows DCA to engage at various levels with a minimum of human resources for example at country level in cooperation with other CSO actors, at UN level with a special focus on the UN Human Rights mechanisms, at EU level with a triple focus on Brussels, member states and country (EU-Delegation and member state embassies), and at Danish level focusing on Denmark's own civil society policy and Denmark's position within the EU and UN.

Right to Food

The overall goal of DCA's Right to Food policy is "to increase access to sustainable food and adequate nutrition for the rights-holders through reduction or change of structural barriers". In its programmes, DCA supports agricultural development, climate change adaptation and disaster risk reduction in order to strengthen communities' resilience. Climate change, food security and land rights have been identified as critical areas to address from a global advocacy approach, in order to realize the objectives contained in the Right to Food policy.

Under the Right to Food Policy, DCA has two global advocacy strategies: one on the right to food (including land rights and responsible investments), and one on climate change. Following up on the evaluation of DCA's former right to food advocacy strategy (ER 2014), a new global advocacy strategy on the

Right to Food will be finalized in the latter part of 2014. The objectives and indicators in this strategy may be subject to some adjustments accordingly. The global advocacy strategy on climate change will be elaborated later in this section.

Land Rights and Responsible Investments

With Right to Food policy as a guiding framework, DCA will advocate for increased accountability of duty bearers with a view to realising the right to adequate food and reducing structural causes of food insecurity. The aim is to enhance synergies between the advocacy work already undertaken by DCA's partners at local and national level vis-à-vis relevant policy processes at the global, EU, and Danish level. For example, DCA will help facilitate partners' active involvement in relevant country and thematic UN reviews, including the Treaty Bodies

(in particular the Committee on Economic, Social and Cultural Rights, CESCR), the Special Rapporteur on the right to food, and the Universal Periodic Review mechanism. If utilised well, these mechanisms can serve as a catalyst for creating pressure on – and dialogue with – the government and other stakeholders at multiple levels to promote policy change. Hands-on participation can also strengthen partners' capacity and lobbying skills in the area of economic, social and cultural rights.

Unequal access to land and poor land governance are major structural barriers to achieving livelihood security in most of DCA's focus countries, including Cambodia, Myanmar, Zambia, and Uganda. Often, smallholder farmers are pushed off their land as a consequence of large-scale land acquisitions by foreign or national investors. DCA will therefore continue to focus on land rights, including some cases of land grabbing, in its global advocacy strategy. The private sector is playing an increasingly critical role as an investor in developing countries, not least in the area of agricultural investments. DCA will work together with partners to facilitate documentation, studies and tools to address the risks and obligations for public and private actors to ensure "socially responsible investments" in developing countries, focusing on the human rights responsibilities of investors and due diligence processes.

The advocacy interventions will target relevant stakeholders and will be coordinated and implemented jointly with DCA's partners, alliances and networks at the international level (CESCR, the UN Special Rapporteur on the right to food, FAO, and the Committee on World Food Security), the EU level (especially concerning EU trade policies as incentives for land grabbing), and at the Danish level with a focus on responsible investments in agriculture and land.

2015 STRATEGY INDICATOR *A consolidated, long-term advocacy strategy on the right to food is developed, including an elaborated theory of change.*

2018 STRATEGY INDICATOR *At least five Right to Food partners have contributed actively to advocating for the realisation of the right to food in EU or UN processes with DCA facilitation.*

Climate change

The effects of climate change makes the global inequalities visible, because those who have least responsibility for increasing emissions are in general those who are most at risk from changes in the climate. DCA partners in Malawi, Cambodia, Ethiopia, India and Honduras, as well as a big number of southern ACT members, are already engaged in the global climate debate. Climate change is the main advocacy theme of the ACT Alliance, and DCA has therefore chosen to link the DCA engagement directly to the work of ACT. ACT climate change advocacy work is coordinated by an advisory group (co-chaired by DCA) with global representation, including a majority of

southern ACT members. Hence DCA receives direct input from southern partners to the northern based advocacy work. At the same time DCA will support and build capacity of southern ACT members via face-to-face training, webinars, and guided advocacy actions in different countries.

Experience has shown that DCA and the ACT Alliance, with their faith-based background, have good opportunities to facilitate trust and dialogue between different governments in the global climate talks. This capacity will be further developed in the coming years because it can make an important contribution to different global processes.

The climate change advocacy work is focused on the process of the United Nations Framework Convention on Climate Change (UNFCCC) and on national/regional processes with a link to the global level. In the coming years the focus will therefore first be to push governments to promote a fair, ambitious and binding global agreement. When the agreement hopefully is adopted in Paris December 2015, the strategy will change to push for implementation and increased ambition at the national level.

2015 STRATEGY INDICATOR *At least ten partners and/or ACT Alliance members have, with DCA facilitation, contributed actively to climate change advocacy on national, regional or global level.*

2018 STRATEGY INDICATOR *At least five climate change advocacy indicators (as described in the DCA climate change advocacy strategy) have been achieved, or have shown considerable positive progress.*

Active Citizenship

In line with DCA's Active Citizenship policy, ensuring space for citizen action and human rights defence have been identified as a critical areas to address with a global advocacy approach. This focus on space for civil society is closely linked to our global goal of fighting inequality and efforts to promote equal access to decision-making forums at both national and global level. The possibility of all members of a society to participate in and contribute to social and political life in society is a fundamental human right, which DCA along with many other actors have worked with for decades as a crucial part of the Rights Based Approach to development. Civil society in all its plurality has a strong role to play and is increasingly being recognised as "development actors in their own right". Civil society actors can play a crucial role in making sure that national governments are acting for the benefit of the people, not least poor and marginalised groups, and in the fight against corruption and misuse of power. In the Accra Agenda for Action (2008) about 160 governments have committed to creating "an enabling environment" for effective participation of CSOs in development; this commitment was followed up and at least to some degree reconfirmed in the Busan Partnership for Effective Development Cooperation (2011).

However, in many countries, including almost all DCA focus countries, the active participation of civil society actors is becoming increasingly controversial and difficult, impossible or even dangerous to carry out. A particularly worrying trend is the introduction of restrictive NGO framework laws, which threaten to arbitrarily filter out groups that are critical of government policies. In addition, some DCA partners report interferences in rights to assembly, in press freedom, in access to information and foreign funding, and the use of anti-terrorism laws for arbitrarily restraining critics. Human rights defenders, trade unionists, members of NGOs and social movements or defence lawyers providing legal assistance to them, are increasingly the targets of repression, restriction and abuse. These phenomena are observed in states with different backgrounds, including both authoritarian states and formal democracies.

Global advocacy on space for civil society is described in a separate advocacy strategy “Ensuring Political Space for Civil Society Actors”. DCA using partners’ experiences will work towards the goal of protecting and enhancing political space and an enabling environment for Civil Society in DCA focus countries. DCA will work with partners, ACT Alliance and relevant networks to document and address and will be active at all relevant levels.

2015 STRATEGY INDICATOR *DCA partners from at least four countries have engaged in the EU civil society organisations (CSO) roadmaps of the EU delegation with DCA facilitation*

2018 STRATEGY INDICATOR *At least 10 partners have engaged actively in EU and UN processes around an enabling environment for civil society (as part of joint ACT Community of Practice strategy) with DCA facilitation.*

Sexual and Reproductive Health Rights

DCA will develop a plan on how to engage in global advocacy concurrently with the elaboration of a new DCA Policy for right to sexual and reproductive health services which focuses particularly on the fight against HIV and AIDS, gender based violence and harmful traditional practices. The new advocacy plan will recognise DCA’s special role as a faith-based organisation and our work with faith-based partners. Global advocacy efforts will be based on issues identified by partners, and strategic networks and alliances will be identified for collaboration and implemented at various levels.

2015 STRATEGY INDICATOR *DCA Policy on right to sexual and reproductive health services provides direction for global advocacy priorities on the theme.*

2018 STRATEGY INDICATOR *DCA partners working on sexual reproductive health have contributed actively to advocating for the realisation of sexual and reproductive rights in regional or global (UN) processes with DCA facilitation.*

Humanitarian Action

In humanitarian situations, an agile advocacy intervention may be required, garnering like-minded opinions into brief points for discussions to be presented for emergency meetings of high level decision makers. In this strategic period, given the growing number and complexity of conflicts, DCA and ACT Alliance will enhance its advocacy interventions on humanitarian themes. DCA will prioritise bringing national partners’ inputs to Core Humanitarian Standards and Certification processes, support national partners’ access to decision making forums regarding funding, and bring national partner interventions forward to the World Humanitarian Summit in Turkey in 2016.

2015 STRATEGY INDICATOR *DCA and ACT Alliance document local partners’ inputs regarding Local to Global (L2G) protection models to World Humanitarian Summit.*

2018 STRATEGY INDICATOR *DCA partners working on humanitarian action have contributed with input to advocating 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.*

Safer Communities

DCA will link its “Safer Community” activities to national and international advocacy efforts for universal accession to the Mine Ban Treaty and the Convention on Cluster Munitions, drawing attention to the need for state parties to maintain focus on the goals of both. DCA will advocate for effective wording within the Convention on Certain Conventional Weapons, meaning wording that which does not undermine either the Mine Ban Treaty or the Convention on Cluster Munitions. DCA will encourage disinvestment in indiscriminate weapons and will work to tighten norms associated with weapon use in densely populated areas. As DCA is currently developing its full policy on Safer Communities to be completed in 2015, new priorities areas for global advocacy may be identified.

2015 STRATEGY INDICATOR *New DCA Policy on Safer Communities gives direction for global advocacy priorities on the theme.*

2018 STRATEGY INDICATOR *DCA makes documented contributions advocating for accession to the Mine Ban Treaty and the Convention on Cluster Munitions.*



PHOTO KIT HALDING

7 ROLE AS DANISH CIVIL SOCIETY ORGANISATION

7.1 DEVELOPMENT EDUCATION, COMMUNICATION, AND POPULAR FOUNDATION

DanChurchAid (DCA) was founded in 1922 by people in the Danish church who wanted to provide support to victims of the First World War. Today the clergy and the ministries of the Danish Evangelical Church are still an important part of DCA's constituency. However, DCA's popular foundation (support among the population) is foremost made up of members of the general public. This includes 3,500 volunteers in second-hand shops, 20,000 people who participate in DCA's annual door-to-door parish collection, and the growing number of more than 40,000 people who donate to DCA on a regular basis. Our strategy is to continue to broaden and strengthen our relation to an increasing variety of the broader Danish public.

As stated in our statutes, DCA's main objective is "to empower the world's poorest in their struggle for a dignified life" (art. 3). In addition, the statutes also highlight that DCA "shall engage popular and political powers and seek to influence decision makers in order to improve conditions for the world's poorest" (art. 4). Here we outline DCA's overall goal for all its work in Denmark 2015 – 2018, our four areas of strategic attention, and seven main indicators by which we will report on our general performance, including progress towards the goals.

Together this illustrates the strategic direction of the DCA for this period and creates a possibility for assessing if the objectives are appropriate to scale and focus of the organisation. Furthermore, it will leave room for DCA to develop a communication and popular foundation strategy, including specific actions aimed at clearly differentiated target groups etc. in a continuous effort

to develop new ways to raise awareness, create support, and provide the Danish public with opportunities to act for the benefit of the world's poorest.

Overall goal: Create engagement

DCA's main goal is to strengthen communication and relations to individuals, networks and partners in Denmark and to act together with them to benefit the world's poorest. DCA believes change can best be achieved through working together. To DCA, creating engagement implies committing to being an active and accountable partner in change. DCA is born out of partnerships – by people believing in a life in dignity for all. In going forward it is important that DCA works to earn the trust and engagement of individuals, networks and partners who want to act.

In 2015-2018 DCA will focus on:

- Working with determination on continuing to be a natural and relevant choice for church and popular partners in the area of development and humanitarian assistance and along with them strengthen voluntary engagement for the world's poorest.
- Strengthening relations with individuals, networks and partners in Denmark through strategic dialogue that offers the possibility for meaningful actions.
- Keeping DCA known and respected, and deepening the understanding of our work among the world's poorest.
- Documenting results in order to optimise our work in Denmark with special attention to areas where the value can be difficult to measure.

Seven main indicators

The indicators in Table 7.1 will be used in the monitoring and reporting on DCA's work. In addition to the specific goals, we

present another type of indicator in each section describing the objective for developing new and better indicators.

TABLE 7.1 INDICATORS FOR DCA'S WORK IN DENMARK FOR 2015, 2018 AND 2022

INDICATORS	2015	2018	2022
Known (Recognition) <i>How well known is DCA?</i>	↗	→	→
Respected (Image score) <i>How credible is DCA?</i>	↘	↗	→
Reach (Reach) <i>How many Danes does DCA reach and how often?</i>	↗	↗	↗
Action (Popular foundation) <i>To what extent does DCA get the Danes to act?</i>	↗	→	↗
Relation (Popular foundation) <i>How strong is the relationship with the Danes?</i>	↗	↑	→
Understanding (Development Education) <i>How much do the Danes know about what we do?</i>	↗	↗	↗
Documentation of results (Performance Management) <i>How evidence-based are our results?</i>	↑	↗	→

↘ DECREASE
↙ MILD DECREASE
→ STABLE
↗ MILD INCREASE
↑ INCREASE

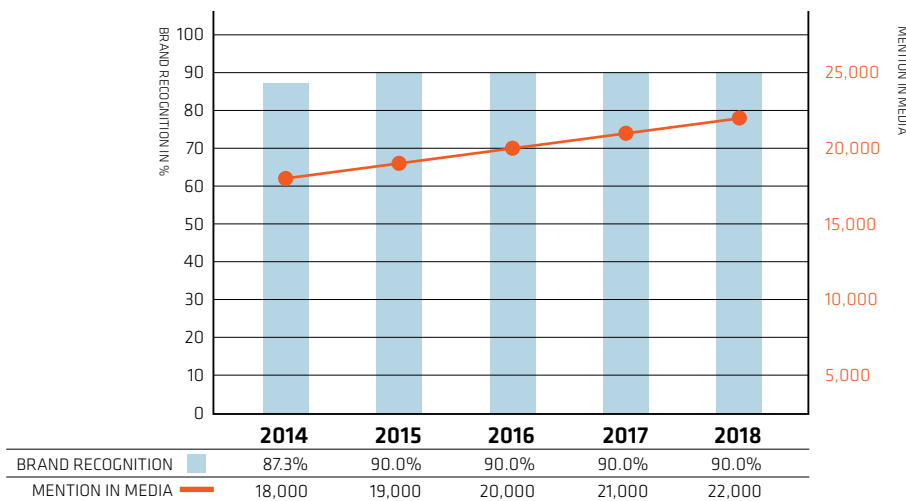
Known

A basis for creating commitment and expanding the understanding of our work is that the Danes know us. Our goal is to maintain the high level of brand recognition of DCA and be in the top five among Danish non-governmental organisations (NGO's).

We intend to develop a benchmark model for comparison with other NGOs so as to validate and monitor our position in the

top five. However, for now two other performance indicators will be monitored. Brand recognition will be an area we can invest in right now – and then aim to maintain a level of 90% or above (Table 7.2). That is slightly higher than in 2011-2013 and should keep us among the top five. A second area of strategic importance is our level of media coverage. Here we want to maintain the recent year's growth and aim at 22,000 yearly mentions in media by 2018 (Table 7.2).

TABLE 7.2 BRAND RECOGNITION AND MENTIONS IN MEDIA



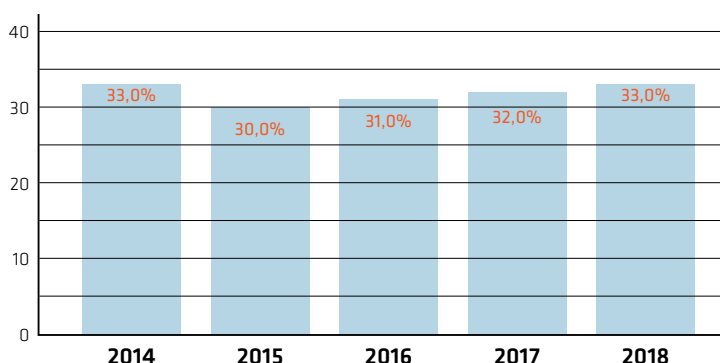
Respected

To create commitment it is not enough to be known – but also to have a good reputation. DCA aims to be rated higher than average for the 10 largest Danish NGOs engaged in international humanitarian work.

In the absence of a current benchmark model, our strategic goal is to develop one within the next few years. Right now we monitor the performance indicator in itself – and aim to work on

our ‘image-score’ which is a figure based on a number of sub-indicators, all expressing the Danes’ view of an organisation (Table 7.3). Our goal in 2015 is to limit the decrease in image-score (even though negative press is to be expected in connection with elections and politicians’ wish to cut government spending for international development work). From 2016 to 2018 we need to evoke a positive trend.

TABLE 7.3 IMAGE-SCORE

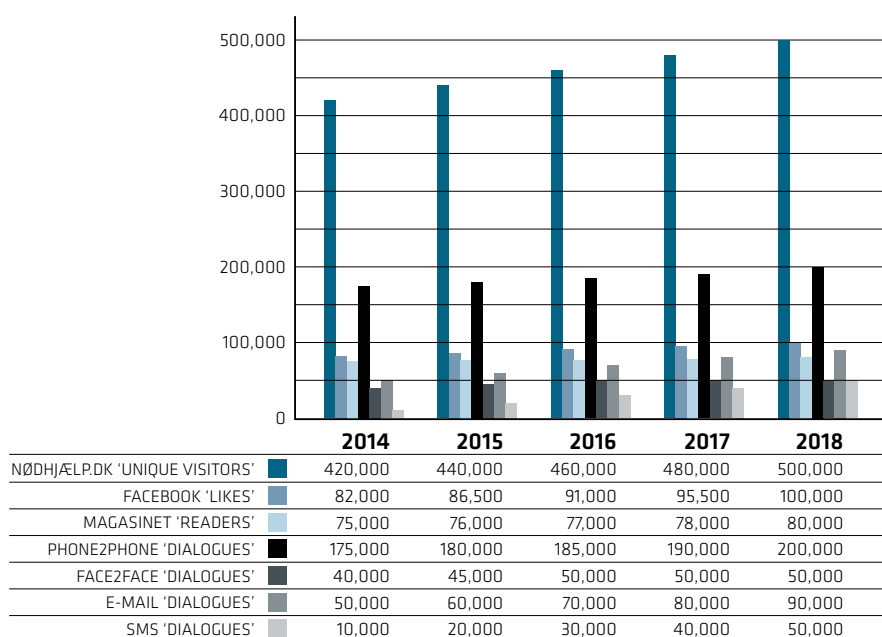


Reach

We want to increase the number of Danes we reach – and the number of times we reach each individual Dane. We do this through our ‘owned media’ channels and contact points, through the press (‘earned media’) and through ‘bought media’ when we purchase access to the attention of the Danish public, such as through different types of campaigns and marketing.

DCA’s total reach is extremely hard to monitor. What we do is to follow the development of reach through our largest channels. There will be shifts between the different channels, but overall we will want to continue the positive trend of the last period and expect an increase of 25% towards 2018 (Table 7.4).

TABLE 7.4 REACH AND MEDIA



DCA will focus on developing a more complete picture of our reach. Special focus will be on measuring how often we reach our core target

groups and monitor the reach through partners and volunteers, as well as measuring the strength of the various channels.

Action

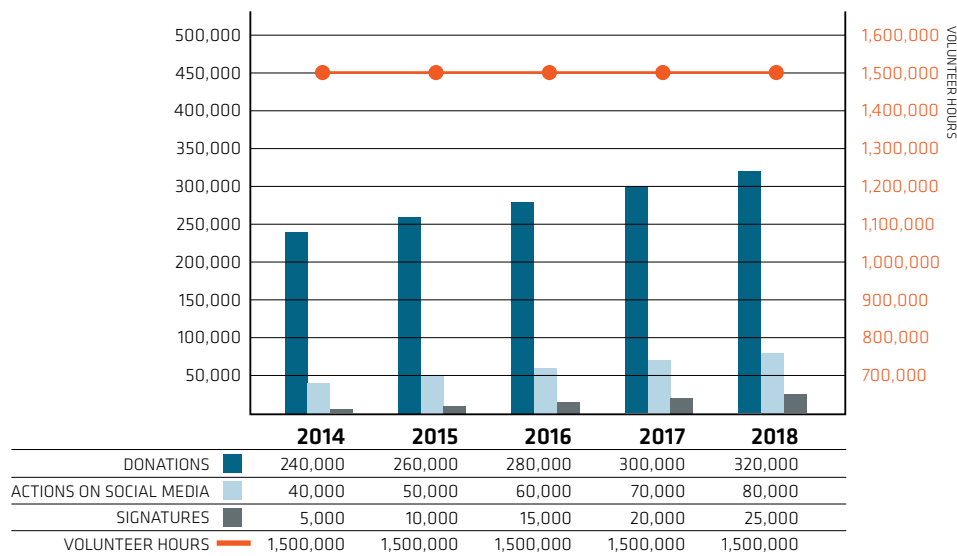
Acting together is the essential purpose of DCA's national work. It is through actions that individuals, networks and partners in Denmark create change for the world's poorest, and it is through actions that we increase people's commitment.

We have target indicators for the number of donations (donate money), number of actions on social media (give network), number of signatures (donate voice) and number of volunteer hours (donate time), and the expectations are generally rising towards 2018. An exception is the volunteer hours, where the large second-hand section makes up by far the major share - this

means that new initiatives such as Cafe Nutid, run by the DCA youth volunteers, are hardly visible in the statistics (Table 7.5).

The reality is that DCA has a very broad support base and many options for action, including many small initiatives often not initiated by DCA. A focus area is therefore to develop a more complete overview of the actions, their audiences and the value measured in money, time, network and voice. This we call popular value accounting, which is also intended to give us a clearer picture regarding the synergy between the different activities.

TABLE 7.5 NUMBER OF ACTIONS



Relation

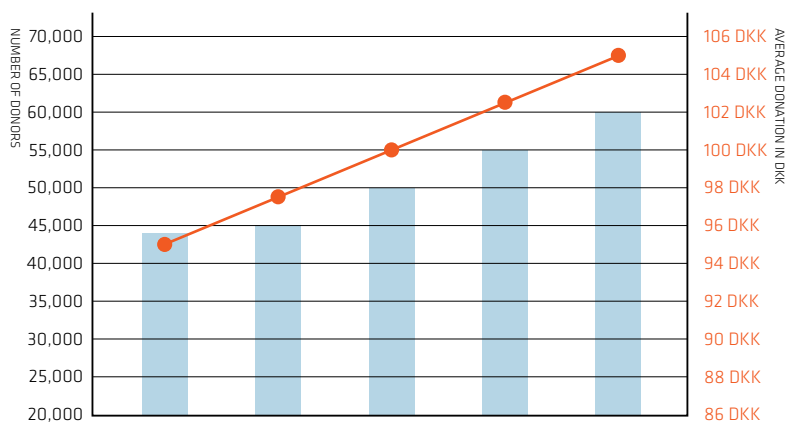
DCA wants to strengthen relations with individuals, networks and partners in Denmark through strategic dialogue by offering meaningful actions. We believe that strong relations increase our resilience and make us wiser, and we know our supporters expect dialogue.

We will prioritise building relations - even above more traditional 'development education'. It is a deliberate strategy that DCA in recent years has shifted focus to channels and contact points, which allow dialogue, for example Facebook and Twitter. We will continue in this way in the future. We will also combine traditional educational initiatives, designed to enhance the understanding of a specific target group, with concrete opportunities to act. We will also let information come after action, for example by contacting supporters after they have donated and offering related information and new options for action. By engaging in dialogue with people based on their own

commitment, we can more efficiently get more ambassadors for the world's poorest.

Considering the hundreds of thousands of supporters and volunteers with whom DCA is in indirect dialogue, it is a challenge to measure the strength of our total relationships with individuals, networks and partners in Denmark. The indicator will be to measure the number of regular donors and their average donation, because this reflects our relationship to this target group (Table 7.6). However regular donors are only one part of DCA's relations. The focus area will be to enhance the tools we use to measure the strength of DCA's relations - and how different ways to engage might work together. As part of this we observe to what degree our supporters seize the opportunity to act in different ways (money, time, network and voice) through asking these supporters themselves for their opinion.

TABLE 7.6 REGULAR DONORS



Year	2014	2015	2016	2017	2018
NUMBER OF REGULAR DONORS	43,970	45,000	50,000	55,000	60,000
THE AVERAGE DONATION	95.00 DKK	97.50 DKK	100.00 DKK	102.50 DKK	105.00 DKK

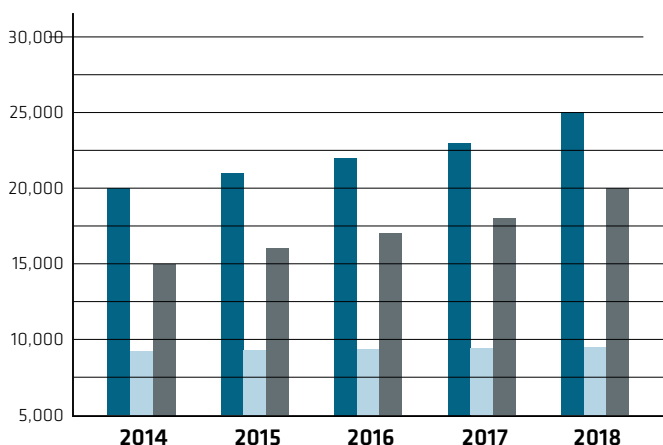
Understanding

It is crucial that our communication and supporters' efforts not only help to strengthen DCA but also reinforce the broader understanding of our work and the reality of the world's poorest. In terms of communication DCA wants to meet people where they are and at the same time give people the opportunity to develop and expand their knowledge.

DCA still has some key activities that are traditional development education. The World's Best News, Slut Sult Nu (Stop Hunger

Now) and the Hunger Caravan, and the part of our web site dedicated to schools (formerly the School Site), are the most significant (Table 7.7). We expect to continue this development by involving more people, especially youth, in these activities. At the same time, starting in 2015, we want to develop a test on the level of knowledge among the participants. The focus area during this period will be to develop methods and indicators to measure the level of information communicated through partners.

TABLE 7.7 DEVELOPMENT EDUCATION



	2014	2015	2016	2017	2018
WWW.SLUTSULT.NU	20,000	21,000	22,000	23,000	25,000
HUNGER CARAVAN	8,500	8,600	8,700	8,800	9,000
SCHOOLPUPILS SERVED	15,000	16,000	17,000	18,000	20,000

Documentation of results

DCA is working on improving documentation of results in order to optimise our work in Denmark. We will direct special attention to areas that have a more complex 'value chain'. A more complex value chain means that: 1) the value is created in the synergy between the various activities, for example a supporter who signs up for the parish collection as a consequence of direct communication from DCA; 2) the value is created very far away from DCA, for example when a volunteer talks about his experiences in his network; and 3) the value is created very far into the future such as when a senior citizen chooses to bequeath to DCA.

Focus areas that will be incorporated into the Communication Strategy and the National Strategy and implemented from 2015 to 2018 are as follows:

- Popular value accounting
- Overview and measurement of the strength of all DCA's options for action
- Overview and measurement of the strength of all DCA's relations
- Benchmark model brand recognition and image-score
- Overview of reach – earned, owned and bought
- Information as part of dialog communication and through partners

7.2 DANISH AND EU DEVELOPMENT POLICIES

DCA has an on-going focus on influencing Danish and EU development cooperation policies. The overall objective is to mobilise political support for improving the size, content and quality of Danish and EU official development aid (ODA) policies. To enable a constructive dialogue, DCA establishes and maintains on-going contacts with ministers, key politicians, and civil servants in relevant ministries. We contribute to relevant political hearing processes, both with our own responses and as part of joint responses formulated with our alliance partners in the Danish and European networks.

Our experience (confirmed by evaluations) tells us that doing advocacy in cooperation with networks and alliances is often much more effective in delivering results than acting alone. However, working in networks and alliances should be effective and well-coordinated. Therefore DCA is actively engaged in the two Danish NGO networks – Global Focus and the Danish 92 Group. We actively engaged in the merger of NGO Forum and Concord Denmark, completed in 2014. In the coming years we will continue to invest resources to build up the new network, in close cooperation with the 92-group, for good and resource efficient cooperation among Danish development and

environment organisations. Furthermore, the Danish networks must have strong links and fruitful cooperation with the relevant European networks (e.g. Concord Europe) and global networks (e.g. Climate Action Network).

Policy debates in Denmark and the EU are often distant from reality in developing countries. Hence, DCA has a focus on linking the interests and needs of poor and vulnerable people in developing countries to the Danish and European development debate by collaborating with partners and ACT members. One way of doing this is to facilitate meetings with Danish and European political stakeholders on the implementation of policies when DCA partners visit Denmark or EU and thus enhance accountability through dialogue and partners' active participation in decision making.

2015 STRATEGY INDICATOR *DCA through its active engagement in the Danish NGO Networks has contributed to influencing Danish and EU development policies.*

2018 STRATEGY INDICATOR *ACT Europe has developed a joint strategy for EU development policy in line with DCA priorities*

7.3 INTERNATIONAL COMMUNICATION

Communication has become increasingly important for reaching our international goals for the following reasons:

- Communication and media work is crucial for supporting advocacy objectives and for improving our own and our partners' position and voice towards all relevant target groups
- Our visibility and communication obligations to international donors are increasing
- The demands are growing for regular, up-to-date and timely communication of the results of our international work to our Danish audiences
- DCA is obliged to deliver and coordinate communication as part of the ACT Alliance

DCA has therefore taken the strategic decision to strengthen and expand our international communication and media work. The aim of the international communication work is to make DCA and our partners known as efficient, accountable, and trustworthy in order to obtain influence and funding – globally, regionally and in Denmark – for the benefit of the World's poorest.

International communication targets:

- Beneficiaries (the people we work for)
- Donors, partners, and authorities at regional level
- International donors, partners and governments bodies at a global level
- Private and corporate donors, opinion formers and politicians in Denmark

2015 STRATEGY INDICATOR *DCA has a 3-year international communication strategy, regional communication plans and professional capacity to meet the communication needs at a regional level*

2018 STRATEGY INDICATOR *International and regional media regularly use DCA (co-branding with ACT Alliance when relevant) as sources of information within our fields of expertise*

2015 EFFECT INDICATOR *DCA and our partners systematically produce qualified, trustworthy and result-oriented communication about our work to all relevant target groups*

2018 EFFECT INDICATOR *The press coverage of DCA and ACT Alliance in media outside Denmark has increased by 100% compared with the baseline in 2014.*



PHOTO MIKKEL ØSTERGAARD

8 STRATEGIC FINANCING FOR SUSTAINABILITY

DanChurchAid's (DCA's) strategy at an organisational level to ensure a long-term financial development that will make DCA financially more robust. The purpose of this is both long-term sustainability and a higher level of flexibility in DCA's work. To achieve this, specific indicators are set for the development of turnover, surplus, administrative percentage, equity in relation to turnover, and solidity. The DCA Board has approved an eight year financial strategic goal for the period 2015 – 2022.

Between 2015 and 2022 DCA will be committed to reach the following financial indicators:

- 1) Turnover reaches the level of 725 million DKK in 2018 and 875 million DKK in 2022
- 2) Yearly surplus is 5 million DKK (adjusted by the level of inflation)
- 3) Administration percentage falls to 8,6% in 2022
- 4) Equity in relation to turnover is kept at the current level of 12%
- 5) Solidity level is at least 20% each year, reaching 22% in 2022

8.1 COST EFFECTIVENESS

Improving our cost-effectiveness in both headquarter (HQ) and regional offices (RO) is a prerequisite for ensuring the required investments in turnover growth, investment in capacity and resources, and prioritisation of investments in innovation. The ambitious turnover target for the period 2015-2022 is based on in-depth analysis from the DCA Global Funding Unit, Humanitarian Response and Humanitarian Mine Action unit, as well as an in-depth look at Scenario 2025.

A pilot project will be initiated in 2015 to understand and analyse more closely the financial composition at the DCA ROs. We have three draft objectives related to the effectiveness and efficiency of the ROs in supporting the above benchmarks:

- Time registration done at HQ related to a specific RO compared to turnover of ROs should see a downward trend.
- Ratio of RO cost compared to turnover shows a downward trend
- Administration fee percentage compared to turnover: percentage may not decrease (but may well show an increase)

An analysis of development in eight areas will be discussed quarterly between DCA's International Management team and team leaders as part of our financial monitoring. The baseline will be data from 2013 and 2014. From 2015 data will be collected and compared quarterly as part of management information and decision making.

8.2 VALUE FOR MONEY

The most widely used definitions define value for money (VfM) as the optimal use of resources to achieve the intended outcomes; economy, efficiency and effectiveness (the so called three E's) are identified as the core way of achieving this.

Good value for money is therefore about weighing up the costs and benefits of different choices and options and selecting the one that achieves the best balance across the three E's, and thereby delivers the most value to beneficiaries.

In relation to the three E's, we would like to add the following comments:

Effectiveness:

DCA's development work, humanitarian action and humanitarian mine action are all governed by the DCA Programme and Project Manual (PPM) and the DCA Strategy and Reporting Overview. These enable us to manage and report on goal achievement and ensure effectiveness in our work.

Economy:

Policies in relation to salary levels, travels etc. and a focus on procurement procedures and budget control ensure the economic aspect is addressed.

Efficiency:

Assessment of efficiency is included in the project approval process in DCA and thus taken into consideration before money is spent. Efficiency is also assessed in final evaluations at programme and project level.

Challenges

The foundation of any approach to Value for Money is measurement of outcomes and cost monitoring. Measurement is a complex area. An example is that short term service provision is relatively easy to measure compared to longer term work in the field of transforming power relations including how to contribute changes to the DCA intervention – different approaches are required. Benchmarking based on indicators is also a complex area. Organisations do it differently and the figures are often not comparable. An example is administration percentages published by non-governmental organisations (NGO's); these percentages are not comparable due to different methodologies.

Another important challenge is finding the right level of integration of strategic, programme and financial decision-making. The traditional approach to strategic changes or adjustments in DCA is to begin with small scale operations and adjust the activity level along the way, based on experiences gained. Cost and benefits are of course considered at the planning stage but the level of analysis and documentation is different from case to case.

DCA will follow the emerging practice of Value for Money in the NGO-sector and will be ready to adopt tools and practices in order to improve our work, based on careful assessment of usefulness.

8.3 FUNDING MECHANISMS WITH PARTNERS

DCA's financial support to partners typically begins as support to specific projects, and in some cases larger programmes or even the partner's entire strategic plan. Funding can also be support for events, research, single-issue alliances, or participation in consortia. In each case, funding starts with an application defined by the partner in which they request support from DCA. When a partner's development work is supported financially it will, in almost all cases, be within a programme strategy that has been developed with substantial input from the partners. The programme receives final approval at DCA HQs and provides a framework for the individual projects that can be supported in a given country. Such DCA programmes define the overall strategic goals within which partners' individual projects will be funded. For the Humanitarian Action projects, overall strategic frameworks are mainly developed as part of country programmes or as a component of Right to Food programmes, but many Humanitarian Action initiatives are funded as projects outside of long-term programmes.

When a project proposal from a partner is approved, it is formalised in a cooperation agreement. With some partners there can be several different cooperation agreements, for example when a partner is funded both as part of an EU grant and at the same time receives long-term support from other funding.

For some years DCA has had an ambition to align of our financial support better to the partners' own systems and

strategies. At the same time we have worked to professionalise our programme management tools and improve outcome monitoring. In these efforts the ambition to align with partners systems has not always been adequately prioritised.

In the coming years DCA will therefore work toward better alignment of our financial support to our partner' systems. To facilitate this DCA will play an active role in assisting our partners in arranging Round Tables with donors to align donor requirements and support, and to align these to partner's existing systems.

The goal is to increase the number of partners who receive programme or organisational budget support while reducing the earmarking of funds to projects where DCA is the only donor. To monitor this, DCA will set up a system to assess how funding to partners is provided, and how much of the direct financial support is: (a) earmarked project funding (only DCA supported projects), (b) programme funding (supported by several donors), or (c) organisational/core funding.

2015 STRATEGY INDICATOR *Implementation initiated of a monitoring system for assessing how many partners receive financial programme or organisational support.*

2018 STRATEGY INDICATOR *25% of DCA's partners in focus countries receiving financial programme or organisational support.*

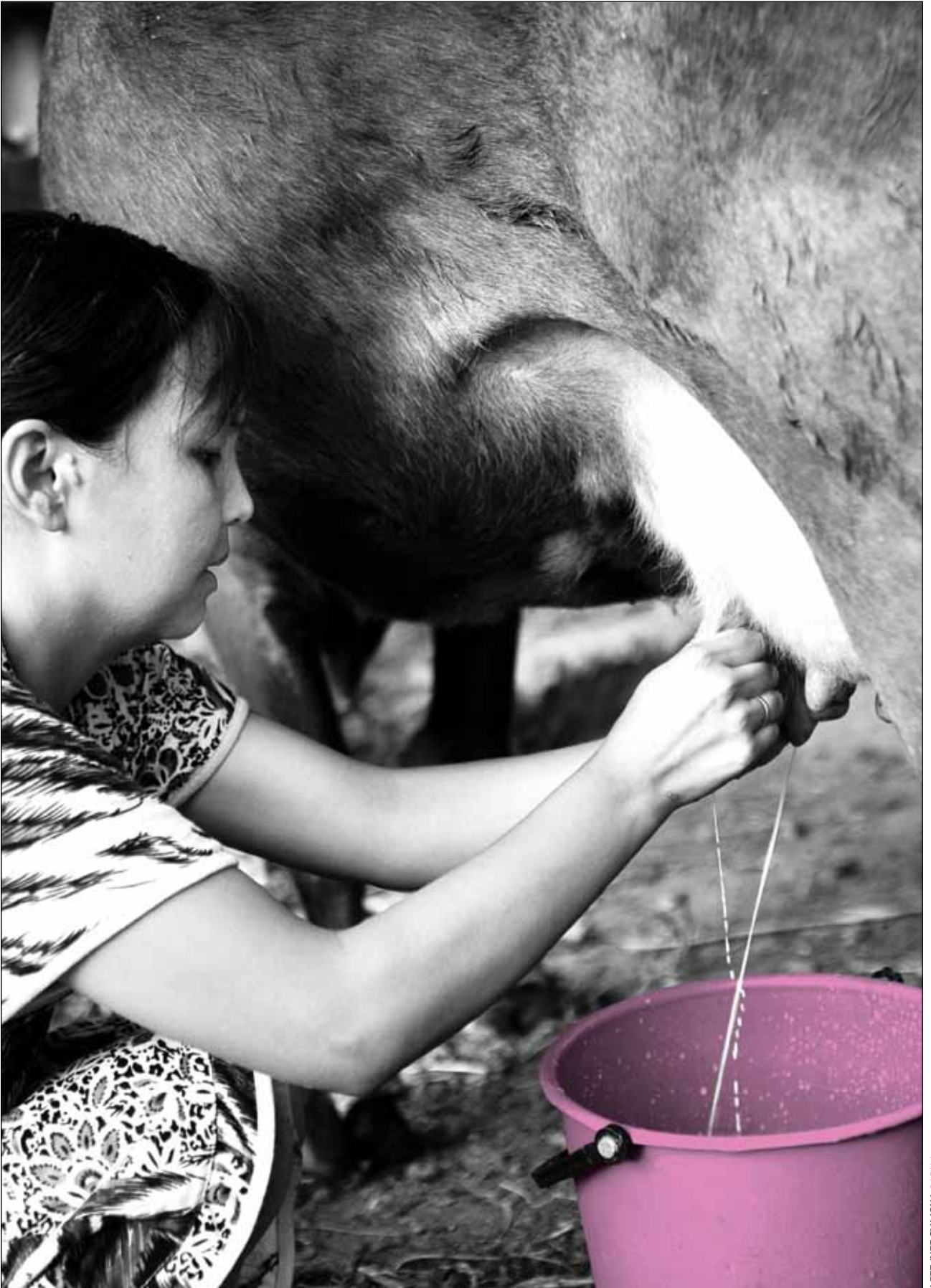


PHOTO THOMAS LEKELDIT

9

PROGRAMME MANAGEMENT

9.1 MONITORING

The purpose of monitoring in DanChurchAid (DCA) is to follow up on planned project activities and expected outcomes and to learn from experience. Follow-up is necessary in order to adjust interventions or objectives in situations where implementation deviates from plans or the context is changed.

Monitoring is divided into five different types of activities; on-site visits, individual partner meetings, programme platform meetings, desk monitoring and partner reports. Monitoring procedures and tools are available to all staff in the web-based Programme and Project Manual (PPM). Specific monitoring tools and guidelines are developed with partner organisations. Recently, an initiative has been taken to introduce 'lean' concepts in the monitoring system in DCA; the aim is a more efficient system with staff and partners spending less time on writing and reading long monitoring reports and more time on working with the findings.

The monitoring procedures require that all projects in DCA programmes are monitored at least twice a year by DCA staff.

A project visit requires interaction with right holders or in cases of advocacy projects it requires interaction with duty bearers, organisations or other stakeholders targeted by the project. The monitoring visit should preferably be done together with partners' staff. DCA plans to develop further its methodology on participatory monitoring and explore how rights holders can be more actively involved in the process.

2015 STRATEGY INDICATOR *100% of all projects are visited on-site once and 85% of all projects with a duration of one year or more are visited twice*

2018 STRATEGY INDICATOR *A participatory monitoring approach is being used and 80% of partners report that there have been significant improvements in their achievements based on lessons from the monitoring.*

9.2 EVALUATION

Learning and accountability are the two objectives of evaluation in DCA, as described in the DCA Evaluation Policy approved in 2012. The Evaluation Policy defines an evaluation framework for all of DCA's programme areas. Findings from a review of quantity and quality of DCA Evaluations in 2011 showed that only 70 per cent of the mandatory evaluations were actually undertaken. This was clearly not satisfactory and therefore DCA wishes systematically to improve on this standard. Similarly, DCA will continue to explore how better to use the findings and lessons from evaluations. This will be particularly relevant in the formulation of new integrated country programmes.

9.3 SYNERGY

As part of country programme management, high priority will be given to further develop synergy between DCA's thematic interventions or, if relevant, between countries. Synergy between thematic interventions can take various forms: geographical overlap; common methodologies; partner cooperation or the same partners contributing to different programmes; or thematic complementarity. Close cooperation between DCA programme officers will be strengthened to facilitate programme synergy. Measures taken will vary from joint partner platform meetings and staff rotation, to joint monitoring visits. Creating synergy is considered key in facilitating the increased impact of DCA's support in country and for building on the strengths of the different partners and interventions under the different programmes.

DCA will increasingly establish country programmes in DCA focus countries to stimulate geographic and thematic synergy,

2015 STRATEGY INDICATOR *90% of all evaluations required according to the Evaluation Policy are conducted*

2018 STRATEGY INDICATOR *95% of evaluations required according to the Evaluation Policy are conducted. Partners and DCA programme officers who did an evaluation the preceding year report how useful it was to their work.*

thus over time exiting from having stand-alone thematic programmes in countries. DCA will seek to strengthen cross-thematic synergy through increased focus on a rights-based framework, exploration of joint advocacy opportunities, joint training events and joint monitoring.

2015 STRATEGY INDICATOR *Focus countries with country programmes have developed strategies for how to strengthen the synergy between thematic interventions*

2018 STRATEGY INDICATOR *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.*

9.4 INNOVATION

DCA has a pragmatic approach to innovation and links innovation closely to learning. The focus, knowledge and expertise developed over the years within certain sectors are visible in DCA's staff and partner capacity and in DCA's quality management systems. In combination with flexible funding for innovative projects, this allows DCA staff and partners not only to pick up on new trends, technology and developments, but also to pilot tangible innovative initiatives that can become sources of learning and good practices. Innovation also allows for swift adjustment to changing contexts.

When it comes to new and innovative technologies DCA is already embracing Information and Communication Technology (ICT). ICTs will continue to be piloted systematically in selected areas of monitoring and evaluation systems and in cash transfers etc. The DCA Learning Lab is using a combination of online real-time training, on-demand and recorded trainings, and in-person training. The focus is on innovative, cost-effective (reduced travel cost and time usage) and evidence-based learning opportunities. DCA's plan is a broader organisational utilisation of virtual cooperation. DCA Learning Lab supports various units and experts within the organisation with online training and capacity building.

DCA Humanitarian Mine Action activities are innovative in use of the Safer Community concept where resilience and safer communities is central regardless of the origin of funding. Similarly, DCA will continue to work in an innovative manner along the continuum of long term development and humanitarian action and adjust accordingly and rapid to the context. This approach is particularly valid for fragile states and cross border activities but also in relation to Climate Change Adaptation and Disaster Risk Reduction.

DCA is embracing new types of partners and innovative partnerships. Some new civil society groups organise differently and use new methods including social networking, online petitions, direct action and protest. This way of organising and mobilising will require that DCA to adopt an innovative and experimental approach. New partnerships could also entail engaging more with private sector on funding, sharing of technology or a combination.

Other areas where innovative approaches will be piloted or are being planned include: documentation on impact of PANEL, innovative advocacy work with extensive use of social media, Local 2 Global protection strategies, collaborative multi-stakeholder strategies for advocacy, participatory monitoring, anti-corruption activities, and collaboration with research institutions, and various innovative ways to engage with the Danish public.

2015 STRATEGY INDICATOR *All focus country strategies contain information on innovative projects, methods or initiatives in DCA supported activities.*

2018 STRATEGY INDICATOR *75% of DCA country programmes describe innovative initiatives.*



PHOTO THOMAS WHITE

10

RISK MANAGEMENT

DanChurchAid (DCA) works with risk management in different areas, including security risks, programme and project continuity, risk of corruption and organisational financial risks (see Global Report 2013 for more information).

Security Risks

DCA has a full framework and set of policies and procedures for management and mitigation of risks to staff and asset security.

Risks Related to Programmes and Projects

In each programme an analysis regarding risks and assumptions is included (section 11). Furthermore, in the annual programme report, there is a section reporting if there have been any changes during the reporting period in the risks and assumptions on which the programme strategy was based. There is also a section in DCA's yearly humanitarian application to Danida describing "Risks to project continuity".

Risk of Corruption

DCA has a policy and procedure to reduce and manage the risk of corruption.

Organisational Financial Risks

Financial risks in DCA are primarily monitored by the Finance & ICT department. All project and programme accounts are checked by the International Finance Unit, the national accounts are checked by the National Finance Unit, and DCA's total accounts are reviewed by the external auditing firm, Deloitte. Finally, the overall accounts are approved by the DCA Board and by the Council.

Compliance with Back Donors' Expectations

In order to ensure long-term sustainability, DCA has to live up to the expectations of the back donors in a number of factors related to efficiency, quality, handling of staff, accountability, transparency etc. To live up to this expectation, DCA has chosen to join and to be certified by the Humanitarian Accountability Partnership (HAP) to ensure that DCA continues to develop its internal and external procedures.

Development of DCA Risk Management

DCA wishes to develop a more systematic and coherent way of managing risks in order to improve our ability to identify, assess and understand potential risks to the work and our ability to adapt by making and communicating the right decisions. It is of key importance that risk management should be an integrated part of the overall strategic management of the organisation and not develop into a new separate layer of bureaucracy.

Development of a Risk Management Policy

DCA will develop a coherent Risk Management Policy in the autumn 2014, which will be approved and implemented in spring 2015. The policy will include:

- a. Relevant definitions and terminology
- b. The areas to be covered by DCA Risk Management
- c. The methodology to be used in the risk management of the different areas, including identifying, assessing, monitoring, making decisions and communicating on risks.
- d. The procedures for the involvement of senior management and the board, for the future integration of risk management in existing plans and reports, including the International Strategy, International Report and the Yearly Work Plan & Report for the Board.

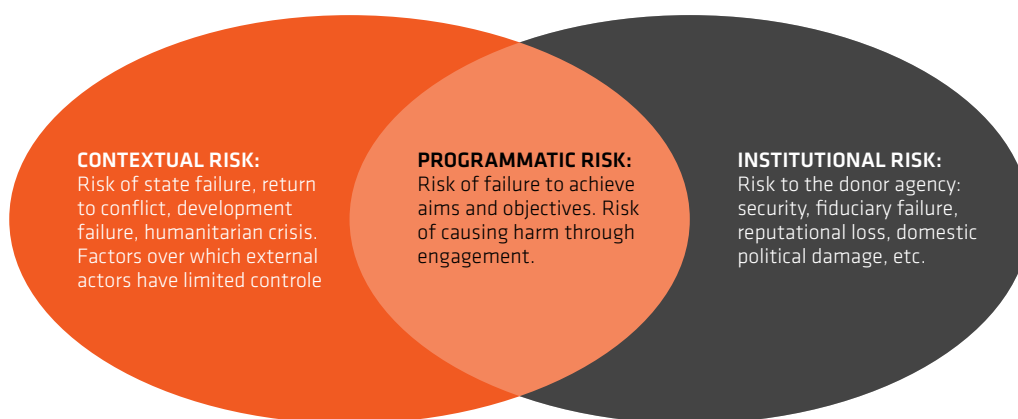
Development of Relevant Tools for Risk Management in DCA

DCA will further develop relevant tools to implement the risk management as described in the Risk Management Policy. The tools will probably include risk management matrixes for each of the three overall core risk categories (Table 10.1):

- a. Contextual risks
- b. Programmatic risks
- c. Institutional risks

TABLE 10.1 RISK MANAGEMENT

SOURCE: DANIDA GUIDELINES TO RISK MANAGEMENT AUGUST 2013



It should be kept in mind that risk management is not only about minimising risk but also includes balancing the risks against opportunities and the results of providing support, or alternatively the negative results of not providing support. DCA is willing to take calculated and informed risks but these should be carefully analysed and – if possible – reduced or avoided.

The systematic risk management in DCA will be developed to include:

- 1) Identifying risks
- 2) Assessing risks
 - Including a combination of likelihood and impact for a combined risk assessment.

- 3) Identifying and implementing appropriate risk responses, that can include:
 - Avoidance
 - Mitigation/reduction
 - Sharing or insuring
 - Acceptance
- 4) Monitoring risk development during implementation and adjusting risk response measures accordingly

Implementation of risk management will be done by using a risk management matrix developed for each of the three overall risk categories. These matrixes will be developed in the spring 2015 and the DCA Risk Management Policy and procedures will be implemented in 2015.