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## Abbreviations

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<th>ACF</th>
<th>Action Contra la Faim</th>
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<tr>
<td>ACPR</td>
<td>Annual Country Programme Report</td>
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<td>ACT</td>
<td>Action by Churches Together</td>
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<td>AVR</td>
<td>Armed Violence Reduction</td>
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<td>CA</td>
<td>Christian Aid</td>
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<td>CalP</td>
<td>Cash Learning Partnership</td>
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<td>CAN</td>
<td>Climate Action Network</td>
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<tr>
<td>CAR</td>
<td>Central African Republic</td>
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<td>CARs</td>
<td>Corrective Action Requests</td>
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<td>CBO</td>
<td>Community Based Organisation</td>
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<td>CCD</td>
<td>Collective Cash Delivery</td>
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<td>CDMC</td>
<td>Community Disaster Management Committees</td>
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<td>CEDAW</td>
<td>UN Committee on All Forms of Discrimination Against Women</td>
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<td>C4C</td>
<td>Charter for Change</td>
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<td>CHS</td>
<td>Core Humanitarian Standard</td>
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<tr>
<td>CMDRR</td>
<td>Community Managed Disaster Risk Reduction</td>
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<td>CO</td>
<td>Country Office</td>
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<td>CoP</td>
<td>Community of Practice</td>
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<td>COS</td>
<td>Church of Sweden</td>
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<td>CP</td>
<td>Country Programme</td>
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<td>CRFF</td>
<td>Comprehensive Refugee Response Framework</td>
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<td>CSO</td>
<td>Civil Society Organisation</td>
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<td>CSI</td>
<td>Coping Strategy Index</td>
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<td>CSW</td>
<td>Commission of the Status of Women</td>
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<td>DAI</td>
<td>Development Alternative, Inc. (DAI)</td>
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<td>Danida</td>
<td>Danish International Development Assistance</td>
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<td>DCA</td>
<td>DanChurchAid</td>
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<td>DDR</td>
<td>Disarmament, Demobilisation and Reintegration</td>
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<tr>
<td>DFID</td>
<td>Department for International Development, Government of United Kingdom</td>
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<tr>
<td>DKK</td>
<td>Danish Kroner</td>
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<tr>
<td>DKM</td>
<td>Danmarks Kirkelige Mediecenter</td>
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<tr>
<td>DMDP</td>
<td>Danida Market Development Partnership Programme</td>
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<tr>
<td>DRC</td>
<td>Democratic Republic of Congo</td>
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<td>DRR</td>
<td>Disaster Risk Reduction</td>
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<tr>
<td>DUF</td>
<td>The Danish Youth Council</td>
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<tr>
<td>EAPPI</td>
<td>Ecumenical Accompaniment Programme in Palestine and Israel</td>
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<tr>
<td>EC</td>
<td>European Commission</td>
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<tr>
<td>ECHO</td>
<td>European Civil Protection and Humanitarian Aid Organisation</td>
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<tr>
<td>ECOSOC</td>
<td>Economic and Social Council</td>
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<tr>
<td>EOD</td>
<td>Explosive Ordnance Disposal</td>
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<tr>
<td>ERW</td>
<td>Explosive Remnants of War</td>
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<td>EU</td>
<td>European Union</td>
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<tr>
<td>FBO</td>
<td>Faith-Based Organisations</td>
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<td>FCA</td>
<td>Finn Church Aid</td>
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<td>FCS</td>
<td>Food Consumption Score</td>
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<td>GDPR</td>
<td>General Data Protection Regulation</td>
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<td>GBV</td>
<td>Gender Based Violence</td>
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<tr>
<td>GIS</td>
<td>Geographic Information System</td>
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<td>GOAT</td>
<td>Getting Our ACT Together</td>
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<td>GPDR</td>
<td>Global Partnership and Donor Relations</td>
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<td>GRF</td>
<td>Global Results Framework</td>
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<td>HCT</td>
<td>Humanitarian Country Teams</td>
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<td>HEAT</td>
<td>Hostile Environment Awareness Trainings</td>
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<tr>
<td>HMA</td>
<td>Humanitarian Mine Action</td>
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<td>HPG</td>
<td>Humanitarian Policy Group</td>
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<td>HR</td>
<td>Human Resources</td>
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<td>HRBA</td>
<td>Human Rights-Based Approach</td>
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<tr>
<td>HRMA</td>
<td>Humanitarian Response and Mine Action</td>
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<tr>
<td>HRD</td>
<td>Human Rights Defenders</td>
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<tr>
<td>HQ</td>
<td>Headquarters / Head office</td>
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<tr>
<td>IATI</td>
<td>International aid Transparency Initiative</td>
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<tr>
<td>ICVA</td>
<td>International Council of Voluntary Agencies</td>
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<td>IDP</td>
<td>Internal Displaced People</td>
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<tr>
<td>IED</td>
<td>Improvised Explosive Devices</td>
</tr>
<tr>
<td>IGA</td>
<td>Income Generating Activities</td>
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<td>IHL</td>
<td>International Humanitarian Law</td>
</tr>
<tr>
<td>IHRL</td>
<td>International Human Rights Law</td>
</tr>
<tr>
<td>IRIN</td>
<td>Original humanitarian news and analysis</td>
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<tr>
<td>IS</td>
<td>Islamic State</td>
</tr>
<tr>
<td>ISIS</td>
<td>Islamic State of Iraq and Syria</td>
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<td>JCP</td>
<td>Joint Country Programme</td>
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01. Introduction

A key highlight in 2018 was the finalisation and DanChurchAid (DCA) board approval of the new four-year International Strategy 2019-2022. This was the culmination of a process which has engaged significant parts of the organisation at country office (CO) level and in DCA headquarters (HQ) as well as our partners, the partner group representatives and the DCA board. To strengthen and complement the new International Strategy, a new Global Results Framework (GRF) organised around the three Global Goals, to Save Lives, Build Resilient Communities and Fight Extreme Inequality, was also developed. We decided that for the reporting of results and achievements in 2018, we will already for this annual report take point of departure in the GRF. This is one reason why the report for 2018 is organised and presented differently than previous years; another is the introduction of a new online reporting system designed to respond to the DCA GRF which was rolled out during the preparation for the 2018 annual report.

As a multi-mandated organization, DCA addresses both immediate humanitarian needs as well as longer-term development needs. Working in the nexus and strengthening integration and synergy is also crucial when responding to larger-scale, protracted crises in countries like Ethiopia, Uganda, South Sudan, Myanmar and Libya. To further this approach, in 2018 DCA continued the integration of Humanitarian Mine Action (HMA) and Emergency Response disciplines into one HQ support and coordination unit under unified management. This also increases sharing of technical and operational resources from across sectoral disciplines in cross-functional advisory teams and reorients HQ technical advisory functions towards supporting an increasingly diverse and decentralized DCA country programme (CP) portfolio. In addition, DCA COs that were previously organized under either a Development or a Humanitarian division transitioned to a coherent and consistent CP structure under a harmonized management with all DCA CPs adhering to a unified set of systems, procedures and tools.

As this report will show, a larger proportion of DCA activities are now implemented in fragile and conflict-affected countries and communities. Because of this, DCA in 2018 allocated additional resources to strengthen its ability to prepare, manage and learn from security incidences and threats to DCA, partners and communities. Since January 2018, a full-time global security advisor has reinforced and supported that a culture of security management and duty of care is manifest at all DCA COs and at DCA senior management level.

During the last four years, DCA has, both at the global strategic level as will be seen in the new International Strategy (2019-2022) and through our CPs, reinforced our cooperation with the private sector. The primary focus for all of our private sector cooperation is to strengthen the access to markets that are inclusive and provide relevant opportunities for poor and marginalised communities to diversify livelihood options and income. This is achieved through partnerships with private sector entities in Denmark as well as in the countries where we work. Experience to date has shown that trustful and constructive cooperation requires dedicated staff both in Denmark and at our CO level, including at Secretary General level. During 2018, we therefore decided to create a Private Sector Engagement (PSE) unit that directly reports to the Secretary General.
to further optimize and strengthen the dialogue and cooperation with the relevant private sector actors.

In 2018, the humanitarian and development sector came under significant global pressure to ensure and implement strong accountability mechanisms to protect right holders and prevent the abuse of power. Because of our organisational commitment to a human rights-based approach and our obligation to promote and enforce accountability at all levels of our work, DCA had already from January 2018 decided to allocate resources for a full-time senior accountability and complaints advisor. The complaints advisor was tasked to restructure the existing complaint system, provide relevant training to employees, and strengthen DCA’s system of accountability focal points, to ensure the adoption of the new system by all DCA COs and HQ. Furthermore, DCA also adopted and implemented a Child Safeguarding and Prevention of Sexual Exploitation and Abuse (PSEA) Policy and all 750+ employees must complete an e-learning course on DCA’s Code of Conduct that specifically educates on the issues mentioned in these policies. As a human rights-based organisation DCA offered advice and insights to partners and other stakeholders which in most cases was well accepted however during the year DCA also found itself being challenged for engaging actively in political debates and has therefore again been forced to defend its rights and duty, and indeed that of the broader civil society to engage critically as advocates for the world’s poorest and the importance of human rights and rule based international order.

With the inception of the new partnership agreement (PA) between DCA and the Danish Ministry of Foreign Affairs (MFA) (2018-2021), in 2018 DCA decided to further increase its focus on innovation and co-creation with communities, partners, and relevant private sector stakeholders.

In December 2018, the DCA Secretary General Birgitte Qvist-SØrensen was elected to be the Chairperson for the board of the ACT Alliance at the General Assembly in Uppsala. At the Assembly, the ACT Alliance’s new five-year strategy was also approved.

Norwegian Church Aid (NCA) and DCA have continued their close partnership, particularly through three joint country programmes (JCPs) in Myanmar and Palestine, both lead by DCA, and in Zambia, where NCA is leading the CO and CP. This also mean results of the JCP in Zambia is only partially reflected in this annual programme report because NCA annual reporting differs from that of DCA.
Children playing in Cox’s Bazar / Tine Sletting Jakobsen
02. DCA in Numbers and Financial Management

02.1 Total income and expenditure

DanChurchAid’s (DCA’s) annual turnover in 2018 was 674.9 million DKK, this was a drop of approximately 2.5% compared to the turnover in 2017, where DCA experienced its highest turnover of 691.5 million DKK. The turnover was 54.1 million DKK below budget in 2018. Funding from the European Union (EU) increased from 2017 to 2018, and funding from Danida and other international donors decreased between 2017 and 2018. The unearmarked funding also experienced a decrease from 2017 to 2018, while the earmarked funds remained the same between 2017 and 2018. Table 2.1 shows DCA’s turnover from 2013 to 2018.

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<tbody>
<tr>
<td>Unearmarked</td>
<td>142.2</td>
<td>147.2</td>
<td>150.4</td>
<td>149.9</td>
<td>131.3</td>
<td>128.3</td>
</tr>
<tr>
<td>Earmarked</td>
<td>23.8</td>
<td>23.1</td>
<td>37.6</td>
<td>37.6</td>
<td>41.1</td>
<td>40.3</td>
</tr>
<tr>
<td>Danida grants</td>
<td>200.9</td>
<td>215.5</td>
<td>168.5</td>
<td>212.0</td>
<td>224.0</td>
<td>213.2</td>
</tr>
<tr>
<td>EU grants</td>
<td>98.9</td>
<td>91.6</td>
<td>66.0</td>
<td>72.8</td>
<td>67.2</td>
<td>83.3</td>
</tr>
<tr>
<td>International donors</td>
<td>202.8</td>
<td>206.3</td>
<td>157.5</td>
<td>164.0</td>
<td>97.5</td>
<td>106.3</td>
</tr>
<tr>
<td>Other income and fees</td>
<td>6.3</td>
<td>7.8</td>
<td>6.4</td>
<td>13.8</td>
<td>3.6</td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Total turnover</strong></td>
<td><strong>674.9</strong></td>
<td><strong>691.5</strong></td>
<td><strong>586.4</strong></td>
<td><strong>650.1</strong></td>
<td><strong>564.7</strong></td>
<td><strong>572.6</strong></td>
</tr>
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</table>

The grants from Danida and other international donors were the two highest contributors to DCA. Please refer to Figure 2.2, which shows where the money came from in 2018. Danida contributed in total with 30% of DCA’s funding in 2018.

**TABLE 2.1 OVERVIEW OF DCA’s TURNOVER FROM 2013 TO 2018 IN MILLION DKK.**

**SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2018**

**FIGURE 2.2 OVERVIEW OF WHERE DCA’S FUNDING CAME FROM IN 2018**

**SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2018**
Table 2.3 shows the total cost for DCA’s development aid, humanitarian response and humanitarian mine action work in the last six years; the total cost in 2018 has decreased with 3.5% compared to 2017, and it was only humanitarian mine action that experienced an increase between 2017 and 2018. However, the expenditure for development and humanitarian response was still the second highest.

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<tbody>
<tr>
<td>Development Aid</td>
<td>251.1</td>
<td>272.2</td>
<td>208.4</td>
<td>239.8</td>
<td>226.1</td>
<td>213.9</td>
</tr>
<tr>
<td>Humanitarian Response</td>
<td>175.5</td>
<td>180.3</td>
<td>136.7</td>
<td>173.5</td>
<td>138.1</td>
<td>156.9</td>
</tr>
<tr>
<td>Humanitarian Mine Action</td>
<td>131.5</td>
<td>125.1</td>
<td>110.3</td>
<td>91.5</td>
<td>80.3</td>
<td>75.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>558.0</strong></td>
<td><strong>577.6</strong></td>
<td><strong>455.4</strong></td>
<td><strong>504.8</strong></td>
<td><strong>444.5</strong></td>
<td><strong>446.0</strong></td>
</tr>
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</table>

Table 2.3 OVERVIEW OF TOTAL COST FOR DEVELOPMENT AID, HUMANITARIAN RESPONSE AND HUMANITARIAN MINE ACTION WORK FROM 2013 TO 2018 IN MILLION DKK (EXCLUDING ADMINISTRATION FEE).

SOURCE: ANNUAL REPORT, FINANCIAL STATEMENT 2018

Figure 2.4 shows DCA’s total cost in 2018 by different categories. The two largest cost categories were respectively spent on humanitarian response activities (45%) and long-term development activities (36%).

![Figure 2.4: Overview of DCA’s total cost in 2018 (including administration cost).](source)

As in previous years, the majority of DCA’s funds were used on projects and programmes in Africa and the least were used in Europe. Most of DCA’s projects and programmes are implemented in 12 countries in Africa and 53% of the total funds were used there. 16% was spent in Asia, 21% in the Middle East, 10% at the global level and close to nothing in Europe. In table 2.5 and figure 2.6, the geographical distribution of funds is shown respectively in million DKK and percentages.
Strategic Objective: By 2022 DCA’s funding base is sustainable and diverse.

As indicated in table 2.1, the funding from the European Union (EU) increased from 2017 to 2018, and funding from Danida and other international donors decreased between 2017 and 2018. Table 2.7 shows in the budget and actuals for EU grants and funding from international donors in detail. The biggest grants from “other” international donors came from Care, Action Contra la Faim (ACF), Mercy Corps, Department for International Development, Government of United Kingdom (DFID), Development Alternative, Inc. (DAI) and the Dutch Ministry of Foreign Affairs.
DCA is being supported and funded by a variety of different international donors, in 2018 DCA received funding from 21 international donors and Danida to support projects under the Save Lives global goal, 44 international donors and Danida to support projects under Build Resilient Communities, and 16 international donors and Danida to support DCA’s projects under Fight Extreme Inequality. Table 2.8 shows the top five international donors supporting DCA’s Global Goals and the funding made available to support different project activities from 2015 - 2018.

| TABLE 2.8 TOP FIVE INTERNATIONAL DONORS SUPPORTING PROJECTS UNDER DCA’S THREE GLOBAL GOALS FROM 2015 - 2018 IN MILLION EURO. |  |
| --- | --- | --- | --- |
| SOURCE: GLOBAL PARTNERSHIP AND DONOR RELATIONS (GPDR) ACTUALS 2018 PROJECT TURNOVER DATA. |  |
| SAVE LIVES (MILLION EURO) | BUILD RESILIENT COMMUNITIES (MILLION EURO) | FIGHT EXTREME INEQUALITY (MILLION EURO) |  |
| ECHO 4.7 | USAID 15.4 | EuropeAid 6.9 |  |
| USAID 4.0 | EuropeAid 11.7 | PSI/KfW 3.7 |  |
| DFID 2.2 | ECHO 10.3 | NCA 2.2 |  |
| Diakonie 2.2 | Care 6.1 | UNOCHA 0.6 |  |
| ACT 2.1 | DFID 5.6 | Church of Sweden (CoS) 0.5 |  |

The development in funding from EU, United Nations (UN) and United States Aid for International Development (USAID) has been satisfactory in 2018 compared to the budget and DCA’s long-term fundraising goal. DCA maintained a strong position with these international donors and even increased the previous record from 2017 by 3.8%. The funding from UN and USAID was stagnant from 2017, with a small decrease in funding from USAID, which is an outcome of getting final applications rejected in Zimbabwe, Uganda, Nepal, and Bangladesh. DCA funding from EU shows an increase from 2017 primarily based on funding from EuropeAid. In 2018, DCA received funding from European Civil Protection and Humanitarian Aid Organisation (ECHO) for approximately 5.5 million Euro; DCA’s long-term goal is to reach 8 million Euro, and this development is in line with DCA’s plan to qualify for a strategic partnership with ECHO in 2020.

02.2 Financial Key Performance Indicators

**Strategic Objective:** By 2022 DCA’s financial key performance indicators (KPIs) and tracker system strengthen decision making at global and country levels.

DCA has increased its focus on financial KPIs during the last five years, and in 2018 DCA introduced a new cost allocation/time registration system that increases monitoring of KPIs on a regular basis, which has contributed to informed and strengthened decision making at headquarters (HQ) and country office (CO) level.

The total revenue in the countries where DCA works fell in 2018, but some countries experienced an increase. Several COs performed well in getting funding from international donors to cover their administration fee compared to previous years. DCA also experienced good coverage of expenses compared to the 2018 budget; specifically, there was positive cost recovery for time registration and operational costs.

As part of DCA’s strategy to strengthen decision making at global and country levels, DCA is constantly working to improve and optimise KPIs and financial tracker systems. Moreover, DCA is presently working towards implementing a ‘Data Warehouse’ solution. This enables both strategic overall tracking systems to assist with mandatory monitoring reports but also individual customised reports. The goal is to secure data availability at all levels of the organisation – globally, on an individual country level, but also on a specific project level. Ultimately, this should enable DCA to make informed financial decisions on all levels and use financial data to adjust and adapt to the ever-changing environment in which we work.

02.3 Procurement

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

Procurement stands central to providing efficiency, trans-
Transparency and value for money in projects – overall, it is an important aspect of ensuring quality. Drafting Procurement Plans and ongoing capacity building of partner and DCA staff is central to accomplishing this.

In 2018, a total of 127 Procurement Plans were developed, where 60 were for Danida-funded projects. As the figure 2.7 below shows, there is a stable level of drafting Procurement Plans at an average of 128 drafted per year since 2015.

Since 2015, DCA has put extra focus on capacity building with our 5 procurement e-trainings available on the learning platform Fabo. As a result, the use of e-trainings has increased significantly, especially by partners who in 2018 count for 55% of the total 1375 completed procurement e-trainings. In 2015, partners completions counted for only 20%.

Facilitating capacity building of partners via e-training aims at increasing quality and compliance in projects, but also facilitates organisational development (OD) and learning. Since 2015, DCA has been working towards ensuring that half of our implementing partner organisations have a minimum one staff who has completed at least three procurement e-trainings. By 2018, 81 partner organisations had reached this goal – 41.4%. Partners generally report that they improve their procurement knowledge via the e-trainings and some also report that they bring this knowledge into the procurement structure and management of their organisations – adding to the organisational development. E-trainings cannot stand alone as a capacity building tool and DCA staff also conduct monitoring and support visits to partners. This is both to ensure compliance, but also to facilitate learning through discussions, guidance and correcting errors. In 2018, DCA conducted a total of 112 monitoring and support visits to partners’ procurement units and 83 partners received procurement training. The development in these activities are shown in the figure below.

**FIGURE 2.9 DEVELOPMENT IN PROCUREMENT ACTIVITIES.**
SOURCE: ACPR, 2018

<table>
<thead>
<tr>
<th>Activity</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>Procurement Plans</td>
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<tr>
<td>Monitoring/support visits</td>
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<tr>
<td>Partners trained</td>
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Procurement management and capacity building is a continuous task and nine COs have reported that they will work specifically with procurement as a Strategic Objective (SO) in 2019.
03. Reviews, Evaluation and Consultations

DanChurchAid (DCA) was certified by the Core Humanitarian Standard (CHS) in 2017. The CHS sets out nine commitments aimed at measuring progress on humanitarian aspects ranging from the effectiveness of the humanitarian response to the inclusion of communication with, participation by and feedback from communities, local partners and beneficiaries. During the certification audit, six non-conformities with CHS principles or so-called Corrective Action Requests (CARs) were identified. These weaknesses were primarily concerned with DCA’s complaints mechanism and its policy and procedures on the Prevention of Sexual Exploitation and Abuse (PSEA). During the mid-term audit initiated at the end of 2018 and finalised in early 2019, the final report acknowledged that DCA’s complaints mechanism is well-developed with clearly defined policies and procedures and that there is a high level of commitment at both operational and strategic levels. Regarding the implementation of the policy on PSEA, the CHS report confirmed that there was a high level of awareness amongst staff supported by relevant information material and the country office (CO) focal point network.

The remaining of the CARs was concerned with the protection of beneficiary data. Especially on the partner level, the report states that DCA does not have a mechanism in place to make sure that beneficiary data is secured. Based on the recommendations made in the report, DCA has until 2021 to address the gaps in beneficiary data protection measures both in COs and with partners and roll out adequate procedures and processes.

In the second half of 2018, DCA was audited by the European Civil Society and Humanitarian Aid Organisation (ECHO), which specifically aimed to ensure that the funds that were distributed to DCA by the European Commission (EC) were also used according to the agreements that were made. While the overall result of the audit was positive, noting a strong financial and organisation structure, it was found that 3,355 Euros were to be disallowed out of a total of 7,488,101 Euros of total funds received. This disallowance occurred mainly due to spending that occurred outside the period of implementation of the contract. Furthermore, DCA is considering strengthening its administrative internal control system due to the audit concluded that DCA lack an Internal Audit Function and Remuneration Committee.

Finally, in 2018, a mid-term review was conducted on DCA-Norwegian Church Aid’s (NCA’s) joint country programme (JCP) in Palestine. The review found that the programme is highly relevant and that significant results have been achieved that improve the livelihood opportunities for communities and individuals, and that increase their resilience to reduce the consequence of man-made disasters in a difficult socio-political and economic context. It was acknowledged that the programme has contributed to adhering to key human rights principles among Scandinavian and European decision makers.
04. Organisational Changes

04.1 Major changes in the organisation and its context

As DanChurchAid (DCA) entered the last year of its 2015-2018 International Strategy, major changes in the global political and economic environment, as well as institutional context, required DCA to examine its organisational relevance and readiness to respond.

The adoption of the Sustainable Development Goals (SDGs) is leading traditional and new development actors to reorganise, to change strategies and to adapt plans to be faster, more effective, flexible and agile.

Within the SDG framework, new types of alliances and partnerships are being forged between a wide array of actors including governments, cities, the private sector, civil society actors and faith-based movements.

In parallel, and partially as a result, the relative importance of development aid to end extreme poverty is decreasing because of new financing mechanisms and actors playing a role in a field traditionally populated by development, humanitarian, and donor agencies.
An increase in numbers, size and strength of civil society actors in countries in the Global South has been developing over time, and a focus on shifting power to the Global South is gathering increasing momentum following the World Humanitarian Summit (WHS).

DCA continually reflects on these changes in the global environment as well as on how those changes affect right holders and the most vulnerable.

04.2 Organisational development

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

In 2018, DCA commenced a focused effort to address external pressures and contextual changes by adjusting the organisation, workflows and capacity to be fit for purpose and adaptive to our environment through

a) Assessing and analysing the strategic, policy and programmatic capacity needs of the organisation against requirements for and needs from country programmes (CPs), financing and policy trends, and organisational commitments;

b) Building a nexus organisation through an increased integration of technical and operational resources from across sectoral disciplines in cross-functional advisory teams;

c) Reorienting headquarters (HQ) technical advisory functions to support an increasingly diverse and decentralised DCA country programme portfolio, which has a greater focus on framework guidance around best practices and allowing for country level contextualisation of DCA core competences;

d) Mainstreaming humanitarian and development policy functions across operational thematic silos. This includes increasing the capacity for monitoring and engaging in humanitarian policy and advocacy, as well as linking development and humanitarian policy;

e) Integrating Humanitarian Mine Action (HMA) and Emergency Response disciplines in one HQ support and coordination unit under unified management; and,

f) Whereby DCA country offices (COs) were previously organised under either a development or a humanitarian division, transitioning to a coherent and consistent CP structure under a harmonised management with all DCA CPs adhering to a unified set of systems, procedures and tools.

In 2018, DCA developed a new International Strategy for the period 2019 – 2022 to set the direction for the coming 4-year period at the midway point of the DCA Global Strategy 2015 – 2022. In conjunction, DCA developed a Global Results Framework (GRF) that, in addition to aggregating organisational outcomes, focuses for the first time on the organisational development of DCA to be fit for purpose for international engagement.

In 2018, DCA also engaged more actively with relevant networks of international and national civil society
organisations (e.g. International Council of Voluntary Agencies (ICVA), ACT Alliance) to collectively engage in discussions to challenge the competitive incentive structure and the models for organising development and humanitarian aid. This includes within the scope of the Grand Bargain, as well as in discussions with key humanitarian and development donors, not least the European Union (EU).

To work actively and consistently with innovation, a dedicated function was established to ensure that it is mainstreamed and professionally addressed. In addition to this, a pool of seed funds to pursue innovative projects and an Innovation Framework were also developed.

To address the increasing role of the private sector in sustainable development, as well as the resulting need for engaging with non-traditional developmental actors, DCA created a Private Sector Engagement (PSE) Unit. It supports CP engagement in multi-stakeholder projects, engages in relevant networks and creates linkages with key private sector stakeholders, and advocates for responsible business conduct and adherence to key rights-based frameworks.

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

In 2018, DCA commenced planning for greater transparency, uniformity and alignment in internal HR management processes to support both aligned country structures and the rapid growth in the organisation’s staff base resulting from more direct implementation.

In 2018, work commenced on streamlined HR processes, including recruitment and onboarding with an online induction course being launched in respect to the latter. Further work commenced to simplify and reduce the number of policies to ensure focus on DCA’s essential values supported by tools applicable throughout the organisation at HQ and COs.

Leadership development was initiated in 2018 with the establishment of a network targeted a strengthening and supporting the role of middle management, initially at HQ.
05. Programme Results

05.1 Major contextual changes influenced implementation of Country Programmes

In 2018, the Bangladesh operation has grown and adapted to the immense humanitarian response operation in Cox Bazar to support 1.2 million Rohingya refugees including host communities. DanChurchAid (DCA) has relocated its office to Cox Bazar to prepare for future development-oriented programming. Prior to 2018, DCA had no direct implementation in Bangladesh; now most programmes are directly implemented. Due to the Rohingya influx, local partners faced overload as international agencies came to respond through them. The result was a perceptible decrease in quality, but DCA has not sacrificed quality by overloading partners and therefore a strategy was taken to directly implement. In 2019, DCA aims to engage one local partner in the Cox Bazar programme.

The national elections in Cambodia resulted in major pressure on civil society space, especially independent media, freedom of expression and community-led advocacy, which were severely curtailed. Examples include blocking access to partner websites by the government in the interest of maintaining security, and using a recently passed Lèse Majesté law to file a criminal suit against anyone deemed to be insulting the royal family. This law was used as a pretense for the arrest of a former opposition commune councilor, who posted comments criticising the king. By late 2018, several people who had made critical statements about the government on social media were detained out of concern that they were a risk to the state. These developments led to adjustments of DCA’s country programme (CP) assumptions related to open space for civil society as an enabling environment for independent media and basic freedom rights.

In the Central African Republic (CAR), the proliferation of conflict zones, fragmentation of armed groups, destruction of livelihoods, and movement of populations undermined peacebuilding mechanisms and social cohesion. Despite numerous efforts by the government and the international community to achieve some stability, insurgency by armed groups persisted. With the government having difficulties fulfilling its obligations, DCA increased its advocacy by bringing media and civil society organisations (CSOs) together to improve children’s rights. Promulgation of a law on children’s rights has now become one of the government’s priorities in 2019.

The number of internal displaced people (IDP) in the Democratic Republic of the Congo (DRC) saw a slight increase in 2018. More areas were affected by crises and the number of troops in armed rebel groups followed a similar pattern. Few members of armed groups left their weapons, and successive disarmament, demobilisation and reintegration (DDR) processes have failed to deliver any consistent results in DRC. With a weak government to implement rule of law, DCA’s work in Building Resilient Communities, supporting displaced children (integrated in the school system) and providing people access to land through removal of mines continues to be of great importance.

In Ethiopia, the political transition took a major step forward with the new Prime Minister coming to power. It brought several radical changes (e.g. ending the state of emergency, mass release of political prisoners, opening for both written and electronic media including social media, change in military and intelligence apparatus). In addition, all political parties in exile were invited back to the country to do their political activities and returned with their
constituencies peacefully. This changed DCA Ethiopia’s CP. Before 2018, DCA could not be explicit in its work to address inequality, and not even show interest in addressing gender issues because of the CSO law. Now, a recent change in the CSO law gives room for DCA to work on addressing issues of inequality, including gender. However, a growing situation of insecurity and conflict among different groups, including in DCA’s operational areas, calls for DCA to consider more work on the peace-development-humanitarian nexus.

The security situation in Iraq remained consistent in 2018 with regular Improvised Explosive Device (IED) and other explosive weapon or small arm fire attacks throughout Federal Iraq, with pockets of Islamic State (IS) sympathizers/sleeper cells/affiliates still at large in the country. As the country slowly edges out of the emergency post-IS phase, DCA increases its focus on recovery, resilience and rehabilitation through the establishment of partnerships with local CSOs to reach the most vulnerable people. DCA was registered in Federal Iraq to pave the way for HMA activities in the Mosul area.

Despite the progress in Lebanon over more than 10 years, cluster munition, mine and other explosive remnants of war (ERW) contamination remain a concern in South and Central Lebanon, hampering socio-economic development and safety to both the permanent and migrant population. The impact of Syrian refugees now residing in Lebanon has only increased pressure on land and natural resources. In this context, the need for productive land available for agriculture, housing and infrastructure also increased. DCA continued to support vulnerable displaced Palestinian refugees from Syria through a local partner and continues its focus on releasing land in South Lebanon contaminated by cluster munitions and landmines.

Conflict and insecurity still prevailed across Libya (e.g. weapons proliferation led to violent crimes and a culture of ‘revenge killing’). The absence of any national army or police force only fueled criminality and left many citizens believing that self-protection (with guns looted in the revolution) is the best means of security. Returnees repossessed their previously abandoned houses and face risks from ERW. Those who have lost everything seek out bomb-damaged buildings and take possession, fixing the properties and claiming ownership. Females and youth are among the most vulnerable groups, but women are also key agents of change.

Joint advocacy in Malawi, pressuring the government to comply with the constitution and legislative frameworks, increased risks to the lives of Human Rights Defenders (HRDs), and DCA therefore strengthened both work with HRDs through training in safety and security, and security support. The enactment of a new land law means that ownership of land will only be legal if there is documentation. This challenges previously basic documentation provided by the local chiefs and pushes DCA to align its support towards control of land as per the new law. This required more resources (e.g. training of land committees, Geographic Information System (GIS) mapping, printing of land certificates).

The implementation of the 2015 Mali Peace Accord saw little progress on the different milestones in Mali. Signatory armed groups still hold northern Mali, where the central government’s presence is non-existent. Clashes continued between signatory and non-signatory armed groups. Central Mali has become the new front, where the presence and authority of the central government is gradually vanishing, especially in the rural areas, and being replaced by insurgents and self-defense/armed community groups. This fuels inter-communal conflicts related to access to natural resources that have become scarce due to climate change and desertification, supported by the proliferation of Small Arms and Light Weapons (SALW) and a wide utilisation of IEDs. The environment also means shrinking humanitarian access to reach the most vulnerable locations. With civil society movements being less vocal, DCA intensified work for social cohesion through conflict-prevention activities.

The ethnic conflicts in large parts of Myanmar remain unresolved. A new land law that requires millions of farmers and members of rural communities to give up their existing claims could further exacerbate the situation. The space for a diverse and critical civil society has almost closed, and 2018 saw more imprisonments of journalists, HRDs and everyday activists. An increasing number of people have been targeted by the authorities for speaking out about human rights violations and abuses. In this environment, DCA’s human rights work and response in conflict areas remains extremely relevant, while also more and more difficult to undertake.

In Nepal, 2018 marked the first year of transition from the centralised government system to the federal decentralised governance system. This caused major disruptions in the functions and accountabilities of the federal, provincial, and local governments as the duties of the elected municipal officials were not clear and they were not prepared for their new tasks and responsibilities. Hence, DCA’s implementation approach was concentrated at the local level (municipality) and involved working closely with newly-elected local representatives and facilitating the formation of policies and plans, capacity development and delivery of services.

The increased disrespect for international law in a protracted protection crisis in Palestine have motivated a stronger focus to link individual and community activities with international advocacy. Democratic space for civil society organisations operating in Palestine is severely limited and the CP has strengthened strategic, timely
interaction between international and Community Based Organisations (CBOs). The Israeli permit regime which resulted in only 4% of Palestinian building permits being approved in 2018 and increased demolition of structures will result in more international advocacy on IHRL and humanitarian principles. Moreover, increasing youth unemployment have motivated an increased focus in work with innovative economic empowerment initiatives within different sectors.

The last five years, conflict in South Sudan has forced almost 4.2 million people to flee their homes in search of safety; nearly 2 million of them within and over 2.2 million outside of the country. While the intensity of conflict may have been reduced recently after the signing of the revitalised peace agreement in September 2018, vulnerable people continue to experience the impacts of the conflict. Over 80% of the population lives below the absolute poverty line and more than half the population were severely food insecure in 2018.

During 2018, the conflict in Syria continued. In areas of DCA operations, territory controlled by Islamic State for Iraq and Syria (ISIS) decreased and therefore humanitarian access increased. Security threats from both the Government of Syria and Turkey continued, and DCA programme management prepared and began implementing duty of care measures for national staff. As the security situation in North East Syria remained stable throughout 2018, DCA was able to reestablish permanent international staff presence in North East Syria, putting an end to two years of 100% remote management of the programme. In 2018, DCA put great emphasis on capacity building of national staff and positions to allow operational expansion in the coming period.

The conflict in Uganda continued to adapt activities to the effects of climate change, mostly characterised by unreliable rains, drought, floods, and significant environmental degradation, mostly loss of vegetation cover. In 2018, there was widespread crop failure and poor harvests, which created food shortages and directly affected the livelihoods of communities (e.g. high youth unemployment rates and a shortage of skilled labor) and also 1.2 million refugees and asylum seekers in the country. DCA and partners continued with the active citizenship work despite the threats to civic space in the country.

Despite some of the recent years’ positive economic growth indicators, poverty remains high in Zambia and this disjoint is largely attributed to mismanagement of public resources and lack of accountability of duty bearers. Reports of the Auditor General continue to highlight public funds mismanagement and the Financial Intelligence Centre report in 2018 added to the numerous evidence of rampant abuse of public resources in Zambia with little corrective measures being put in place to address it. Limits to the freedom of assembly, association and speech are seen in the closure of media houses and threats against dissenting voices characterised the environment for the past three years and continued to the end of the reporting period. The Public Order Act is still used to suppress these rights as was witnessed by the arrest of faith leaders and staff of a partner, CTPD, during a budget analysis and Illicit Financial Flow awareness meeting in 2018.

In 2018, Zimbabwe saw the first general elections since Mugabe left office. However, this only had limited negative impact on the CP e.g. in Insiza where Habakkuk Trust had to suspend its operations between August and September 2018.

05.2 Analysis of programme performance based on TOC from countries

Implementation of Theory of Change (TOC) - both as a design tool for new country programmes as well as an annual critical reflection workshop with partners and staff – is completed in 12 countries as per December 2018: Bangladesh, Cambodia, Ethiopia, Kenya, Malawi, Myanmar, Nepal, Palestine, South Sudan, Uganda, Zambia (NCA lead), and Zimbabwe. The remaining 7 countries – Mali, CAR, Syria, Iraq, Lebanon, DRC and Libya – have started using TOC as an analysis tool and will use it in 2019-2020 as frame for their country strategies.

Reports from CPs show that the use of TOC and annual critical reflection workshops gradually influences programme performance. It results in a sharper and updated focus on the changes that the programmes aim to achieve and it instils a habit for regular analyses and reflection, making the programme more adaptable to contextual changes and staff more agile in integrating lessons learned. Examples from Zimbabwe and Palestine exemplify this.

In Zimbabwe the TOC assumption that the political space will not shrink, nor prevent communities and HRDs to operate held true as the various partners were able to continue with their work. Nonetheless, a cholera outbreak resulted in delay of some activities as there was a ban on public gatherings; the El-Nino phenomenon that unfolded during the 2018/2019 season posed challenges on implementation of the resilience-building activities because the drying dam water sources meant cutting down on irrigation and watering of livestock; and the local unstable RTGS dollar affected some value chain work supporting farmers’ bargaining power. Peace-building with the Churches Convergence on Peace project adapted to the change in context by shifting focus to urban areas. The assumptions were that the violence would be rural-centered, but this assumption was challenged as the epicenter of violence shifted to urban areas. Also, due to the economic meltdown, more cases of violent protests are expected and hence the project will focus increasingly on urban areas.

Contextual developments during 2018 to the occupied Palestinian territories have and continue to represent...
serious challenges to the CP’s ability to contribute to sustainable and structural change. The programme cannot address the structural causes of poverty and inequality: namely the lack of control of water, land, free movement, security and civil and political rights resulting from the blockade on Gaza and the occupation of the West Bank. This illustrates the limitations of the international and regional context as pressure on development actors’ ability to promote and protect genuine development, including the Sustainable Development Goals (SDGs) and international ambitions to ‘leave no-one’ behind in the Palestinian context. The prioritised change areas for the next 12 months will focus on supporting the individual and community levels related to protection, empowerment and self-reliance (e.g. employment, sustainable income); influencing decision makers at local and international levels; and maintaining a space for a diversified and accountable civil society (Mid-Term Review & TOC workshops).

These are the learnings to date from using TOC in countries as a programme direction and management tool:

- **a)** Design of first-generation CPs tend to be rather generic and broad (i.e. not sufficiently focused and linked to ongoing projects and outcomes).

- **b)** The annual reflection workshops have gradually made the TOC pathways and suggested change areas more linked to project reality (e.g. where selected partners present their results for other partners, as well as reflect and assess relevance in the country TOC).

- **c)** Use of TOC must be flexible depending on the context and external factors (e.g. unstable humanitarian settings where there are constant changes, the predictability of longer funding sources, availability of partners and the programme perspectives). In such countries, time span must be shorter, and faster updates of context and programme assumptions are required.

- **d)** In-country management ownership by programme staff and follow-up by Senior Management right after the annual TOC workshops are key for use of TOC as a programme management tool (i.e. use joint learning and reflections to make programme decisions for the coming year).

- **e)** Introduction and use of the TOC approach to partners and in projects still needs better traction (where relevant) and this often boils down to limited resources – both for partners and DCA.

**05.3 Global Activity Portfolio**

As a multi-mandated organisation, DCA’s global programme works towards achieving its global strategy built on the 3 Global Goals to Save Lives, Build Resilient Communities and Fight Extreme Inequality amongst repressed and discriminated communities in the Global South. For DCA, this means supporting the vulnerable and poor with 10 areas of work – known as intervention areas – which range from rapid emergency response to demining activity, from building sustainable livelihoods to reducing vulnerable communities to disasters, from promoting good governance and civil society to addressing discrimination and inequality. A summary of DCA’s activities in 2018 for the 10 intervention areas is presented below.

During 2018, DCA was active in 18 (19 including Zambia) countries across Africa, Asia and the Middle East through 236 projects. Figure 5.1 shows DCA’s activity portfolio in 2018, and the intervention areas under each global goal and the number of projects that were implemented in 2018 focusing on each intervention area. These projects were able to support approximately 3.2 million people in vulnerable and poor communities working with approximately equal numbers of men and women (52% female). Almost 75% of supported communities are under 44 years old, which is demonstrative of DCA’s commitment to working with youth. Roughly 58% of the beneficiaries were supported through DCA’s Africa region programmes, while Asia region programmes accounted for 30% and Middle East region programmes represented just under 12%. Figure 5.2 shows number of projects and people reached under each global goal, by intervention area.

Approximately two thirds of DCA’s projects were implemented through local partners with DCA’s technical and financial support. The remainder were implemented directly by DCA’s local country offices (COs). The proportion of projects implemented through partners varies widely across DCA COs. For Ethiopia and CAR, most projects are implemented by DCA, but for Myanmar, Nepal and Palestine, the majority are implemented through partners. Increasingly, DCA also works in partnership with other international non-governmental organisations (NGOs) through consortium projects. In 2018, DCA participated in a total of 38 consortium projects, taking a lead role in 15.

Typically, DCA projects range in duration from less than 1 year to almost 5 years. In 2018, the average length of a project was 21 months, but projects contributing to the Save Lives goal were often shorter, which is typical for humanitarian work. Of the projects active in 2018, 48% were due to close during the year, while 53% were new projects. Figure 5.3 shows the typical range of DCA projects in months, according to the global goal.
FIGURE 5.1 DCA ACTIVITY PORTFOLIO OVERVIEW
SOURCE: ACPRs 2018

SAVE LIVES

- **23%** Rapid humanitarian response and response preparedness
- **5%** Emergency livelihoods and sustainable recovery
- **11%** Community safety and protection

BUILD RESILIENT COMMUNITIES

- **3%** Community-based disaster risk reduction and risk management
- **28%** Sustainable community livelihoods development and job creation
- **4%** Communities influence decisions for building resilient communities

FIGHT EXTREME INEQUALITY

- **8%** Space for Civil Society and Protection of Human Rights Defenders
- **6%** Inclusive Participation in Decision-making
- **5%** Equitable Distribution of resources through Inclusive and Accountable Institutions
- **7%** Combatting discrimination and promoting rights of excluded groups

FIGURE 5.2 NUMBER OF PROJECTS AND PEOPLE REACHED UNDER EACH GLOBAL GOAL, BY INTERVENTION AREA
SOURCE: ACPRs 2018
05.4 Global Results Framework - Key Outcome Indicators

The DCA global and strategic results framework (GRF) has been established as a learning tool to gather and assess information on DCA’s global performance. It directly mirrors DCA’s 2019-2022 strategy and aims to track DCA’s programmatic performance in achieving its 3 Global Goals to Save Lives, Build Resilient Communities and Fight Extreme Inequality.

To track its progress towards these goals, DCA’s GRF documents key changes in the lives of right holders and duty bearers using a set of key outcome indicators (KOIs). The KOI are currently being mainstreamed across the organisation and will ensure DCA’s measurements are comparable and of consistent quality. In this section, the KOI have been used to present key outcomes of DCA’s work from across all global programmes.
This case study presents examples of DCA’s global work in these intervention areas:

- **23%** Rapid humanitarian response and preparedness
- **5%** Emergency livelihoods and sustainable recovery
- **28%** Sustainable community livelihoods development and job creation

By drawing on the experiences of these DCA country programmes:

The FCS is a common measurement used for livelihoods and emergency programmes. It monitors whether people are consuming enough of the right kinds of food through tracking the frequency and diversity of food types consumed over the past 7 days. For each project, a random sample of beneficiaries was surveyed, which was representative of the target communities. The FCS is being introduced as a KOI for DCA, which will be increasingly adopted as a standard measurement across DCA projects.

In 2018, DCA measured the FCS of beneficiaries in 3 projects in Ethiopia, Zimbabwe and Palestine, which together supported ca. 75,000 beneficiaries. In Ethiopia and Palestine, these were short-term emergency interventions of 12 months or fewer, the project in Zimbabwe was a longer-term programme, which took an intermediate measurement of its effectiveness. The projects in Ethiopia and Zimbabwe were implemented by DCA directly through international donors, while the project in Palestine was implemented by a DCA partner with Danida’s financial support.

In all cases, the FCS measurement demonstrated an improvement in the situations of the poor and vulnerable, which is shown in table 5.4, but this varied considerably according to the country context, type of programme and length of project.

<table>
<thead>
<tr>
<th>DCA COUNTRY PROGRAMME</th>
<th>INTERVENTION AREA</th>
<th>PROJECT TITLE</th>
<th>PROJECT START</th>
<th>PROJECT LENGTH (MOS)</th>
<th>BASELINE</th>
<th>END LINE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ethiopia</strong></td>
<td>Emergency livelihoods and sustainable recovery</td>
<td>Food Security assistance to South Sudanese BPRM II</td>
<td>Sep-17</td>
<td>12</td>
<td>45%</td>
<td>67%</td>
<td>22%</td>
</tr>
<tr>
<td><strong>Zimbabwe</strong></td>
<td>Sustainable community livelihoods development and job creation</td>
<td>Sizimile Resilience Action (2017 - 2020)</td>
<td>Jul-17</td>
<td>35</td>
<td>77%</td>
<td>84%</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Palestine</strong></td>
<td>Rapid humanitarian response and preparedness</td>
<td>DHF 2018 Innovation response to food and water needs</td>
<td>Jan-18</td>
<td>11</td>
<td>38%</td>
<td>51%</td>
<td>13%</td>
</tr>
</tbody>
</table>

- In Ethiopia, DCA implemented livelihoods and fresh food interventions in Kule and Nguenyyiel camps and host communities in Itang District of Gambella, where refugees the camps are hosting those who have fled violence in South Sudan. Amongst a range of activities, the project supported households from refugee and host communities in backyard gardening, poultry rearing and goat rearing. The assistance also included cooking demonstration sessions to enhance the consumption of fresh food in a more hygienic and nutritionally rich way.
- In Zimbabwe, DCA supported farmers affected by drought, of whom only 20% have harvested enough to last 3 months. Support has focused on improving breeding of livestock and increasing access to relevant information.
- In Palestine, the project enabled food-insecure families to meet their immediate food and water requirements and enhance food consumption. The project also supported some households to establish rooftop gardens as an innovative approach to enable them to sustainably diversify their diet.
KOI 1.2: Average Coping Strategies Index (CSI) score for the target population (disaggregated by country and sector).

Only a couple of countries responded to this KOI in their reporting, the reporting from 2018 was not sufficient to conclude on any concrete outcome.

KOI 1.3.A: % of trained right holders demonstrating safe behavior towards the dangers of Explosive Remnants of War (ERW)/Landmines.

This case study presents examples of DCA’s global work in these intervention areas:

<table>
<thead>
<tr>
<th>Intervention Area</th>
<th>DCA Country Programme</th>
<th>Project Title</th>
<th>Project Start</th>
<th>Project Length (MOS)</th>
<th>Base-Line</th>
<th>End Line</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid humanitarian response and response preparedness</td>
<td>Lebanon</td>
<td>HMA Lebanon DUTCH Risk Education 2016 -2020</td>
<td>Sep-16</td>
<td>48</td>
<td>97%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community safety and protection</td>
<td>Libya</td>
<td>HMA Libya DUTCH Support Costs 2016 -2020</td>
<td>Sep-16</td>
<td>48</td>
<td>96%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rapid humanitarian response and response preparedness</td>
<td>Libya</td>
<td>HMA Libya DUTCH MFA Sirte 2016 -2020</td>
<td>Oct-16</td>
<td>17</td>
<td>87%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community safety and protection</td>
<td>Mali</td>
<td>HMA Mali DUTCH Support Costs 2016 -2020</td>
<td>Sep-16</td>
<td>48</td>
<td>94%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community safety and protection</td>
<td>South Sudan</td>
<td>HMA South Sudan DUTCH Risk Education 2016 -2020</td>
<td>Sep-16</td>
<td>40</td>
<td>92%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Armed conflict leads to the contamination of land from ERW. For the general population, the contamination poses a heavy risk to their security. People’s awareness of explosive hazards and their knowledge of what to do when encountering such an item are often severely lacking. As a result, DCA’s Risk Education (RE) activities teach the beneficiaries to identify dangerous items, mitigate the risks for themselves and their family, and inform the local authorities of the found item. Some 58,000 individuals have received mine risk education since 2016 from the 5 projects listed below.

In 2018, DCA conducted a follow-up survey of those who had benefitted from mine risk education projects, using a comprehensive questionnaire focusing on the assessment of the participants’ perception of safety, knowledge on mines and ERW. In all five cases, the data demonstrated improved knowledge and likelier safe behavior in the event of encountering a mine.
KOI 1.3.B: % of right holders reporting improved safe access to areas previously contaminated by ERW

This case study presents examples of DCA’s global work in these intervention areas:

**By drawing on the experiences of these DCA country programmes:**

- **23%** Rapid humanitarian response and response preparedness
- **11%** Community safety and protection

Armed conflict leads to the contamination of land from ERW. For the general population, the contamination limits access to basic services and infrastructure as well as their ability to use the land for agricultural production. As a result, contamination will also influence their opportunities of generating an income. Clearance of land and the removal of explosive ordnances is therefore an important component of DCA’s activities and assists the communities in their recovery following conflict.

In 2018, DCA cleared 1,192,858 square meters of land in Lebanon, Libya, and South Sudan and handed it over to the communities. The land was to be used for agricultural production and grazing, infrastructure and housing construction and finally for community development. Prior to the start of clearing the land, a baseline survey was conducted in all four countries with the intention of understanding to what extent people were affected by contamination. The results found that 90% of the surveyed population in Lebanon and Libya believed that mines and ERW were negatively affecting their access to services and infrastructure. In South Sudan’s case, 95% of people believed so. Following the clearance activities, 1,611 people were asked to participate in a follow-up survey to assess any change.

In all four cases, the data collected from the surveys was used to measure how many of the participants believed that access to services and infrastructure had improved. These percentages have been a crucial part in the evaluation of the impact from DCA’s clearance activities.

**FIGURE 5.6 % OF RIGHTS HOLDER’S REPORT IMPROVED SAFE ACCESS TO AREAS PREVIOUSLY CONTAMINATED BY EXPLOSIVE REMNANTS OF WAR.**

SOURCE: ACPRs 2018

<table>
<thead>
<tr>
<th>DCA COUNTRY PROGRAMME</th>
<th>INTERVENTION AREA</th>
<th>PROJECT TITLE</th>
<th>PROJECT START</th>
<th>PROJECT LENGTH (MOS)</th>
<th>BASE-LINE</th>
<th>END LINE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lebanon</td>
<td>Community Safety an Protection</td>
<td>HMA Lebanon DUTCH Risk Education 2016 -2020</td>
<td>Sep-16</td>
<td>48</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Libya</td>
<td>Community Safety an Protection</td>
<td>HMA Libya DUTCH Support Costs 2016 -2020</td>
<td>Sep-16</td>
<td>48</td>
<td>94%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Libya</td>
<td>Rapid humanitarian response and response preparedness</td>
<td>HMA Libya DUTCH MFA Sirte 2016 -2020</td>
<td>Oct-16</td>
<td>17</td>
<td>87%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Sudan</td>
<td>Community Safety an Protection</td>
<td>HMA South Sudan DUTCH Risk Education 2016 -2020</td>
<td>Sep-16</td>
<td>40</td>
<td>90%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**05.4.2 KEY OUTCOME INDICATORS – BUILD RESILIENT COMMUNITIES**

**KOI 2.1:** % of households and communities demonstrably adopting preparedness measures to protect lives and livelihood assets through implementation of Disaster Risk Reduction (DRR) action plans.

*This case study presents examples of DCA’s global work in these intervention areas:*

By drawing on the experiences of these DCA country programmes:

During 2018, DCA’s global portfolio included at least 7 projects which supported local communities in disaster management and preparedness in Nepal, Malawi, Myanmar and Uganda; engaged closely with communities to raise awareness of disaster risks and how to respond; and established disaster management committees to oversee the design and implementation of tailored preparedness plans that mitigate the effects of disasters.

By measuring the proportion of households and communities adopting preparedness measures, these projects can demonstrate the extent to which the preparedness measures are likely to be effective in the event of a natural disaster. This indicator was measured by three projects implemented in Nepal during 2018, which supported 38,000 vulnerable men and women. All were implemented through DCA’s local partnership approach. In two cases, the projects took a comprehensive approach to programming, which also strengthened livelihoods in addition to vulnerability to disaster. Notably, the projects also focused on integrating resilient livelihood activities with climate programmes, such as river-based vegetable and fruits farming and fish farming to increase sources of income while also acting as a preventive measure for disasters caused by climate change.

Two of these were financially supported through Danida’s strategic partnership grant, while the third received funding from Danida and European Union (EU) sources, demonstrating how Danida partnership funds can be used to leverage additional funding sources.

Overall, the projects show significant contributions to the adoption of disaster management practices by the communities, while also acknowledging that other factors often contribute to change in a social context.

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**FIGURE 5.7 % OF HOUSEHOLDS AND COMMUNITIES DEMONSTRABLY ADOPTING PREPAREDNESS MEASURES TO PROTECT LIVES AND LIVELIHOOD ASSETS THROUGH IMPLEMENTATION OF DRR ACTION PLANS, AND % OF TOTAL POPULATION PREPARED FOR TIMELY RESPONSE DURING EMERGENCY IN EACH MUNICIPALITY.**

**SOURCE:** ACPRS 2018

<table>
<thead>
<tr>
<th>DCA COUNTRY PROGRAMME</th>
<th>INTERVENTION AREA</th>
<th>PROJECT TITLE</th>
<th>PROJECT START</th>
<th>PROJECT LENGTH (MOS)</th>
<th>BASELINE</th>
<th>END LINE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nepal</strong></td>
<td>Sustainable community livelihood development and job creation</td>
<td>NNSWA, Resilient Livelihood</td>
<td>Apr-17</td>
<td>32</td>
<td>37.4%</td>
<td>52.2%</td>
<td>14.8%</td>
</tr>
<tr>
<td><strong>Nepal</strong></td>
<td>Sustainable community livelihood development and job creation</td>
<td>TWUC, Strengthening Community Action Nepal</td>
<td>Sep-17</td>
<td>27</td>
<td>19.1%</td>
<td>61.6%</td>
<td>42.5%</td>
</tr>
</tbody>
</table>

% of total population prepared for timely response during emergency in each Municipality.

| **Nepal**              | Community-based disaster risk reduction and risk management | PRAGATI, 2017 | May-17 | 20 | 24.2% | 85.9% | 61.7% |
For the Strengthening Community Action Project, 15 Community Disaster Management Committees (CDMC) were formed, which then conducted regular meetings in targeted areas, also working closely with local wards and municipality authorities. The CDMCs found success in lobbying for increased budget allocation by local authorities for DRR interventions and continue to advocate for this.

For PRAGATI, the Municipal Emergency Response Plan was central to the success of the project, as it ensured clear understanding of who would respond and how in the event of a disaster. There were also various awareness activities on preparedness conducted during the project, reaching at least 13,851 individuals. Targeted messages of disaster preparedness for events such as fire, earthquake, lightning and landslides were delivered through community sessions, orientations and door to door campaigns. Short videos on insurance and animated videos on fire preparedness, insurance, and building safe houses were also shown during the orientations.

KOI 2.2: % of targeted men and women who have increased household income due to livelihood improvement activity

This case study presents examples of DCA’s global work in these intervention areas:

- 23% Rapid humanitarian response and response preparedness
- 5% Emergency livelihoods and sustainable recovery
- 28% Sustainable community livelihoods development and job creation

In 2018, 15 projects have been identified which demonstrate a contribution to improving incomes and livelihoods of supported individuals and households in DCA’s CPs in Cambodia, Kenya, Malawi, Nepal, Palestine and South Sudan, which support 86,000 poor and vulnerable men and women. 2 of the projects mentioned here were implemented directly by DCA with the rest being implemented through DCA’s partners. 10 of the 15 projects were implemented in whole or in part with financial support from Danida.

The projects took a variety of approaches to measuring income effects; some have precisely documented the proportion of the population experiencing an income increase, as well as the amount of income, while others have simply documented whether supported households have experienced an increase in income or not.

The projects also demonstrate the range of contexts and approaches where DCA works to improve livelihoods, ranging from humanitarian projects with refugees in South Sudan to building resilience of poor communities in more stable contexts like Malawi and Nepal. The methods used are just as varied, ranging from provision of seeds, tools, livestock, or equipment to establish or restart livelihoods. In many projects, these inputs are selected to be of added value, either through improving off-season productivity or introducing more climate-resilient species. Innovative approaches such as roof-top gardens in Palestine or water-efficient multi-store gardens for refugee camps in Uganda and Kenya encourage the use of previously unused land to improve household food sufficiency and even allow for the selling of surplus food for additional income.

DCA also uses more comprehensive approaches to improving livelihoods. In Nepal, DCA has increasingly worked with smallholder farmer communities across the Western region of the country using a value chain approach. Strategic market-based interventions for improving production and productivity of smallholder farmer groups have contributed an average increase in income of 55% over a two year period (This is an average figure across all DCA Nepal programmes. Variations on a project-by-project basis are detailed for each relevant project).

This included a range of activities, such as promoting production of cash crops such as ginger, turmeric, and ground nuts; establishing linkages with local suppliers to sell certified seeds and quality fertiliser; providing irrigation support and soil testing facilities to farmers; and promoting collective marketing to minimise post-harvest losses.

Livelihood approaches are also applied as to promote women’s empowerment. In Cambodia, a DCA partner, Banteay Srei, has worked with rural women to improve their household income, but also to ensure greater women’s involvement in decision making at home. For some women, particularly those who have been engaged with Banteay.
Srei over a long period, this has led to leadership roles at the community level.

The consequences of these initiatives can be significant for beneficiaries. In Malawi, additional income enabled communities to construct iron-roofed houses and buy livestock, beehives, bicycles and even motorbikes. In Myanmar, the sale of one buffalo can meet a family’s food needs for almost a full year. In Kenya, the introduction of “shed gardening” in refugee camps protects crops from the harsh sun and can contribute approximately 16% of household’s monthly financial needs. In Nepal, increases in the production of vegetables has reduced dependency on imported vegetables and the net incomes of individual farmers rose by 55-60% per annum.

However, implementing these projects does not come without its challenges. In Kenya, the changing climate conditions affected rain-fed agriculture and water availability for multi-store gardens. In Palestine, 65% of beneficiaries reported insufficient rain or water for using their supplied seeds and 17% reported insecurity-related challenges, with a minority reporting that the seeds arrived at the wrong time of year. Benefits are also not always evenly spread across supported communities. In Kenya, a project working with fishing communities contributed to increased incomes for 80% of the participants. This was on average an 18% increase in incomes, ranging from a 27% increase for the best group to 12% for the worst group.

### FIGURE 5.8 % OF POPULATION WITH INCREASED INCOME.
**SOURCE: ACPR 2018**

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>PRIMARY SECTOR</th>
<th>PROJECT NAME</th>
<th>PROJECT START</th>
<th>LENGTH IN MONTHS</th>
<th>BASE-LINE</th>
<th>END-LINE</th>
<th>% PT. CHANGE</th>
<th>AVG % INCOME INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nepal</td>
<td>Sustainable Livelihoods</td>
<td>Nepal Programme</td>
<td>Apr-17</td>
<td>33</td>
<td>51%</td>
<td>88%</td>
<td>37%</td>
<td>55%</td>
</tr>
<tr>
<td>Nepal</td>
<td>Sustainable Livelihoods</td>
<td>NNSWA, Resilient Livelihood</td>
<td>Apr-17</td>
<td>33</td>
<td>66%</td>
<td>77%</td>
<td>11%</td>
<td>47%</td>
</tr>
<tr>
<td>Nepal</td>
<td>Sustainable Livelihoods</td>
<td>RLSFS, EDC Doti</td>
<td>Apr-17</td>
<td>33</td>
<td>24%</td>
<td>96%</td>
<td>72%</td>
<td>58%</td>
</tr>
<tr>
<td>Nepal</td>
<td>Sustainable Livelihoods</td>
<td>SOSEC, SACAR</td>
<td>Apr-17</td>
<td>33</td>
<td>51%</td>
<td>87%</td>
<td>36%</td>
<td>68%</td>
</tr>
<tr>
<td>Nepal</td>
<td>Sustainable Livelihoods</td>
<td>TWUC, Strengthening Community Action</td>
<td>Sep-17</td>
<td>28</td>
<td>57%</td>
<td>83%</td>
<td>26%</td>
<td>67%</td>
</tr>
<tr>
<td>Nepal</td>
<td>Livelihoods</td>
<td>MDO, SACAR 2018</td>
<td>Jan-18</td>
<td>24</td>
<td>48%</td>
<td>93%</td>
<td>45%</td>
<td>36%</td>
</tr>
<tr>
<td>Palestine</td>
<td>Livelihoods</td>
<td>Several Partners, Norad Grant 2018</td>
<td>Jan-18</td>
<td>13</td>
<td>20%</td>
<td>100%</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>South Sudan</td>
<td>Humanitarian Response</td>
<td>Humanitarian response in Greater Upper Nile III</td>
<td>Sep-18</td>
<td>9</td>
<td>45%</td>
<td>78%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Malawi</td>
<td>Sustainable Livelihoods</td>
<td>CADECOM Mz, Vegetable and Honey Value Chain 2</td>
<td>Jan-18</td>
<td>12</td>
<td>0%</td>
<td>100%</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Cambodia</td>
<td>Sustainable Livelihoods</td>
<td>Partnership Program 2017-2019</td>
<td>Jan-17</td>
<td>36</td>
<td>25%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### FIGURE 5.9 % OF POPULATION REPORTING INCREASE IN INCOME.
**SOURCE: ACPR 2018**

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>PRIMARY SECTOR</th>
<th>PROJECT NAME</th>
<th>PROJECT START</th>
<th>LENGTH IN MONTHS</th>
<th>NO. POPULATION REPORTING INCREASE</th>
<th>% POPULATION REPORTING INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenya</td>
<td>Emergency Livelihoods</td>
<td>Support to Refugees and Host Communities (SR&amp;HC) in Kakuma, Kalobeyi and Turkana West, 2018.</td>
<td>Jan-18</td>
<td>12</td>
<td>219 beneficiaries</td>
<td></td>
</tr>
<tr>
<td>Myanmar</td>
<td>Sustainable Livelihoods</td>
<td>KESAN, Livelihood Rehabilitation and Disaster Response</td>
<td>Jan-17</td>
<td>36</td>
<td>397 beneficiaries</td>
<td></td>
</tr>
<tr>
<td>Kenya</td>
<td>Sustainable Livelihoods</td>
<td>Support to Agricultural and Fish Production for Improved and Resilient Livelihoods (SAFIP), 2018.</td>
<td>Jan-18</td>
<td>12</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>South Sudan</td>
<td>Rapid Hum. Response</td>
<td>HURUN, Phase II</td>
<td>Aug-17</td>
<td>6</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Cambodia</td>
<td>Sustainable Livelihoods</td>
<td>BS, Women Empowerment, 2017-2018</td>
<td>Jan-17</td>
<td>24</td>
<td>65%</td>
<td></td>
</tr>
</tbody>
</table>
05.4.3 **OUTCOME INDICATORS – FIGHT EXTREME INEQUALITY**

**KOI 3.1:** No. of reported cases by victims of Human Rights violations relating to business and state actions

This case study presents examples of DCA’s global work in these intervention areas:

- **11%** Community safety and protection
- **8%** Space for Civil Society and Protection of Human Rights Defenders
- **7%** Combatting discrimination and promoting rights of excluded groups

For some of the projects in DCA’s Fight Extreme Inequality portfolio, a key strategy has been to use international human rights law as a standard to hold duty bearers to account. Encouraging and promoting the reporting the violations of human rights through international treaty mechanisms or other national legislation is often an effective way to ensure that human rights standards are applied. 4 relevant projects were active in 2018, which were implemented through DCA partners in **Palestine**, **Myanmar**, and **Cambodia** CPs. 3 of these projects received Danida financial support. 2 of these projects were where Danida funding was used as co-funding to leverage additional funding from EU sources, demonstrating the value of flexible funding sources. In the 3rd case, Danida funds were used to provide core funding to a Palestinian Human rights organisation. The 4th project received funds from a United Nations (UN) source.

Each of the projects has used a slightly different approach to promote reporting. For the projects in Myanmar and Cambodia, this has involved training HRDs on civic awareness and the opportunities available for reporting human rights violations. In Palestine, several projects are engaged in identifying and reporting International Humanitarian Law (IHL) International Human Rights Law (IHRL) violations. In this example, a DCA partner, PCHR, has relied on field-based reporting to identify and collect incidents of IHL and IHRL violations

The reports of violations are then typically processed and referred to the relevant public institution. For example, of 30 reports received in Cambodia, 3 have been processed as UN Committee on All Forms of Discrimination Against Women (CEDAW) violations. In Myanmar, 189 cases of IHRL violations were identified, and in Palestine, the reports are shared with international organisations.

In **Cambodia**, the reports led to 3 cases of CEDAW violations being processed. One case involved a violation of CEDAW Article 2 (regarding the State’s obligation to provide equal protection) against an indigenous minority woman in Mondulkiri province. The DCA partner, NGO-CEDAW, provided a lawyer to formally investigate the case, which led to the case being resolved positively. In **Myanmar**, the cases included violations through child rape, sexual violations, domestic violence, land disputes, and restrictions on freedom of expression. Most cases were linked to various ministry departments and reported through relevant formal and informal institutions, whereas a few were reported directly to the Myanmar Human Rights Commission. In many cases, the outcomes of the cases are ongoing due to long legal processes. In **Palestine**, the incidents identified by PCHR were used by different stakeholders (UN, member states, churches), as an advocacy tool to hold Israel accountable for these violations.

**FIGURE 5.10** NUMBER OF REPORTED CASES BY VICTIMS OF HUMAN RIGHTS VIOLATIONS RELATING TO BUSINESS AND STATE ACTIONS.

**SOURCE:** ACPR 2018

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>PROJECT NAME</th>
<th>PROJECT START</th>
<th>LENGTH IN MONTHS</th>
<th>NO. OF REPORTS MADE</th>
<th>RELEVANT INT. TREATY</th>
<th>IDENTIFIED VIOLATIONS REFERRED TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambodia</td>
<td>EU, Voices for Gender Equality, 2018-2021</td>
<td>Mar-18</td>
<td>48</td>
<td>37 incidents 30 reports (3 CEDAW Violations)</td>
<td>CEDAW</td>
<td>National Actors</td>
</tr>
<tr>
<td>Myanmar</td>
<td>EIDHR, Rights for all: Empowering HRDs &amp; CSOs</td>
<td>Jan-17</td>
<td>36</td>
<td>189 cases identified</td>
<td>IRHL</td>
<td>National Actors</td>
</tr>
<tr>
<td>Palestine</td>
<td>PCHR Core, 2018</td>
<td>Jan-18</td>
<td>12</td>
<td>9 violations</td>
<td>IHL and IRHL</td>
<td>International Actors</td>
</tr>
</tbody>
</table>
This case study presents examples of DCA’s global work in these intervention areas:

- **Space for Civil Society and Protection of Human Rights Defenders**: 8%
- **Inclusive Participation in Decision-making**: 6%
- **Equitable Distribution of resources through Inclusive and Accountable Institutions**: 5%
- **Combatting discrimination and promoting rights of excluded groups**: 7%

For some of the projects in DCA’s Fight Extreme Inequality portfolio, DCA’s work has been to create capacity and opportunities amongst communities and vulnerable groups to promote and raise awareness of their concerns to local and national authorities. In 2018, DCA identified five projects where there has been a documented effect from these activities in **Cambodia** and **Nepal**. Almost all of these projects were implemented through DCA partners with Danida partnership financial support.

The measurement of outcomes for this group of projects has been varied, reflecting the diversity of design for these projects. In general, the projects have measured outcomes through changes in the perception of participants regarding their influence on government decision making. However, these have been accompanied by a more qualitative documentation of effects which break down into 3 areas: improved information and transparency by government authorities; increased prioritisation of issues of concern to citizens; and increased representation of vulnerable and marginalised groups in democratic structures.

**Transparency**: In **Cambodia**, almost 40% more targeted citizens reported making increased demands of local authorities. This corresponded with increased responsiveness by targeted local authorities, with 100% reporting having disclosed information to communities in terms of information about public services fees, awareness about local development, and sharing of financial reports (income and expenditure) with local communities. Only 39% of local authorities had disclosed this information at the beginning of the project.

**Responsiveness**: In **Cambodia** and **Nepal**, increased pressure from vulnerable and marginalised communities on issues of concern contributed to them being prioritised by local authorities. For example, in Cambodia, Ang Romeas community prioritised prevention of traffic accidents by allocating budget for traffic signs on roads with high rates of accidents. In La Ang community, the local authority committed to eliminate youth drug abuse and gambling issues. Similarly, in Kailali, Nepal, 159 plans for income generation, empowerment and improving infrastructure were developed by local committee, 125 were approved by the local ward and 56 approved by the respective municipalities. And in Banke, Nepal, a local level participatory planning process led to 21 proposals being submitted to local authorities, of which 12 were accepted. Other examples include work by DCA partner CCFC in Cambodia, which advocates on behalf of farmers on lands right issues. In 2018, this led to 152 families receiving land titles from local authorities in Preah Sihanouk and Thbong Khmom provinces, with another 171 families receiving land compensation. In other provinces, 4,164 communities have received intention letters from local authorities in recognition of the continuation of negotiations concerning ownership of land.

**Representation**: In **Nepal**, work to support vulnerable Dalit communities led to more women being elected into leadership roles, notably amongst the Tharu indigenous people in Nepal, where a women was elected for the first time as a community leader. Similarly, in a separate project, it was possible to observe an incremental increase of Dalit participation by 3% and women by 10% in decision making bodies at the local level.
<table>
<thead>
<tr>
<th>Country</th>
<th>Project Name</th>
<th>Start to Finish</th>
<th>Length (MOS)</th>
<th>% Marginalised Community Reporting Their Key Concerns</th>
<th>% Marginalised Community Access to Inclusive Decision Making Process</th>
<th>% Marginalised Community Participation In Government Decision Making Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambodia</td>
<td>API- Jan-16</td>
<td>36</td>
<td>20</td>
<td>59%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CYN-CCIM-EC, July-16</td>
<td>24</td>
<td>6.3</td>
<td>21.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nepal</td>
<td>DWRF, Women Apr-17</td>
<td>33</td>
<td>16.2</td>
<td>62.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nepal</td>
<td>FEDO, Women Apr-17</td>
<td>33</td>
<td>6.3</td>
<td>30.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nepal</td>
<td>DWO, Apr-17</td>
<td>33</td>
<td>14.9</td>
<td>56.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nepal</td>
<td>Program Name</td>
<td>April-2016</td>
<td>12.8</td>
<td>21.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cambodia</td>
<td>CVN-CCIM-EC</td>
<td>July-16</td>
<td>4</td>
<td>90%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cambodia</td>
<td>PRO Citizens Project Name</td>
<td>Jan-15</td>
<td>36</td>
<td>21.4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
05.5 Global Goals Reporting

DCA’s strategy is organised around three Global Goals: Save Lives, Build Resilient Communities and Fight Extreme Inequality. It enables DCA to operate across the humanitarian-development-peace nexus and address needs and vulnerabilities in an interdisciplinary and integrated way. This approach builds bridges between traditional systems and approaches with new ways of working. It engages multiple partners, stakeholders and communities in collective efforts to achieve the SDGs, counteract a shrinking civic and humanitarian space and address protracted crises. DCA country strategies aim to achieve the strategic goals reflecting a uniform ambition across the organisation to contribute to sustainable change at all levels.

05.5.1 SAVE LIVES

In 2018, 15 countries implemented programme activities under the Save Lives goal. The programme focused on three main intervention areas: increase protection, including humanitarian mine action (HMA), community-led protection and gender-based violence (GBV); improve livelihoods and sustainable recovery including a strong cash component and community-based resilience; and improve DCA’s understanding and documentation of the development-humanitarian-peace nexus.

CPs (e.g. Libya, Lebanon, Myanmar, and Palestine) reported that armed conflict and ERW continue to hamper socio-economic development and pose a safety risk to both host and refugee/displaced communities. In Lebanon, the impact of the Syrian refugees now residing in Lebanon has only increased the pressure on land and natural resources. In Libya, the absence of any national army or police force only fuels criminality and leaves many citizens feeling that self-protection is the only source of security. In 2018, there was a focus on strengthening community-driven and localised solutions to conflict and violence through strengthening community-led responses, maintaining good contact with local authorities and decision makers as well as improving dialogue and trust-building between local communities and armed groups/authorities. To that end, DCA in Libya has been able to adhere largely without compromise to core principles, DCA’s Code of Conduct, and the Core Humanitarian Standards (CHS). However, in Myanmar the environment for operating became more difficult throughout 2018 and will require significant agility and situational adaptation. DCA’s human rights work and responses in conflict areas are extremely relevant while still more and more difficult to undertake.

**STRATEGIC INTERVENTION AREA:** Rapid humanitarian response and response preparedness

**Strategic Objective:** By 2022, DCA’s CPs have sufficient partners that are prepared to lead and implement quality humanitarian response and promote community-driven response where possible.

In 2018, the number of signed partnership agreements (PAs) increased from 66 to 88 in DCA’s global operation, of which many were in countries affected by protracted conflict. DCA remains committed to supporting and enabling partners to lead and implement quality humanitarian response and to promote community-driven response. In 2018, DCA strengthened partners’ capacity on financial management and recruitment systems as well as on humanitarian assessments, cash transfer programming and mobile monitoring technologies. In some disaster-prone countries, DCA also supported partners and national stakeholders to establish emergency response mechanisms to facilitate first response. In Nepal, DCA supported partners in engaging with government on the development and update of the Disaster Preparedness and Response Plan. Community-driven response remained at the forefront of DCA’s humanitarian programming and support was expanded to additional DCA CPs. In Palestine, community-based structures/mechanisms have been strengthened to act as first responders for emergencies. DCA and its partners continued to strive to integrate longer-term developmental perspectives from the earliest possible stages of crisis.

One of the key approaches further tested and developed in 2018 is the survivor and community-led crisis response (SCLR). Together with ACT Alliance members, other international NGOs, Local2GlobalProtection (L2GP), and numerous local NGOs, DCA implemented SCLR in rapid onset and ongoing crises in Sudan, the occupied Palestinian territories (OPT), Myanmar, Kenya and the Philippines. A generic curriculum for SCLR co-creation/training workshops was created, tested with global participants in Kenya and is now online. The network around the SCLR approaches continues to grow with solid representation from local, national and international NGOs. This expansion and increased inclusion of L2GP’s work and core principles has proven extremely valuable in promoting locally-led crisis response at both local and global levels.

Another key approach that was further developed and
documented in 2018 is the humanitarian-development-peace nexus approach. DCA supported CPs in developing their nexus approach towards enhancing long-term impact and sustainability and allowing for development work and humanitarian response to work coherently together to address peoples’ short-term and long-term needs and risks. A strong focus in DCA’s nexus approach is to enhance capacities of local communities and individual right holders while improving their access to basic services and contributing to their self-reliance in times of crisis. In Ethiopia, DCA applied an integrated nexus approach to its development and humanitarian activities supporting multiple needs at once through distribution of nonfood items (NFIs) and emergency seeds, promoting dry land farming practices, distributing drought-tolerant seeds and supporting income generating activities while connecting internally displaced people to markets and host communities. In the refugee response in Uganda, a nexus approach was applied that allowed for better synergy between supporting livelihoods, improving natural resource management and linking to social cohesion between communities.

**STRATEGIC INTERVENTION AREA: Emergency livelihoods and sustainable recovery**

**Strategic Objective:** By 2022, the humanitarian response of DCA and its partners adopt a longer-term developmental perspective from the earliest possible stages of crisis

In 2018, DCA maintained a focus on emergency livelihoods and sustainable recovery. This work included cash transfer programming as the primary vehicle for addressing both the immediate needs of people affected by crisis effectively and rapidly; but equally important also addressing the longer term needs through new collaboration models with financial service providers; support to local market actors, pro-poor value chains and market-based solutions; community cash grants systems (e.g. village saving and loan associations), support to job creation in the aftermath of disasters or crises to contribute to increased self-reliance and sustainable livelihoods; and finally, strengthened use of new digital technologies in emergency responses and recovery. A key priority was to work with partners and communities to enhance local preparedness and sustainable recovery. SLCR approaches were promoted as a way of mobilising communities and engaging their resources and capacities while ensuring more sustainable and long-term impact.

In 2018, cash transfer programming continued to be at the heart of DCA’s humanitarian and development interventions. As a result, all DCA COs and/or their partners were able to directly implement cash programmes using financial service providers. This is done using a wide range of cash delivery modalities such as cash in envelopes, unconditional, unrestricted cash distributions provided by DCA enabled vulnerable households to improve their food security significantly, including the reduction of reported reliance on negative coping strategies. In Syria, cash grants enabled vulnerable households displaced by the conflict to address their most pressing needs. In support to COs, a new functional learning platform has been established on DCA’s organisational learning tool, Fabo, to build and strengthen capacities among staff and partners. The new platform will make room for better and more innovative learning for all its users (5000 registered users, 7 partners in the ACTLearn Partnership and over 300 learning sites). In 2018, DCA initiated discussions with other International NGOs, European Civil Protection and Humanitarian Aid Organisation (ECHO) and the UN on the establishment of the Collective Cash Delivery platform (CCD) to influence the implementation of a more harmonised cash-delivery approach. Through the L2GP approach, DCA has spearheaded initiatives with the Cash Learning Partnership (CaLP) and likeminded actors to develop community cash guidelines and pilot them.

**STRATEGIC INTERVENTION AREA: Community safety and protection**

**Strategic Objective:** By 2022, DCA’s protection programming in humanitarian response combines multiple components of Armed Violence Reduction (AVR), Psychosocial Support (PSS); Mine Action (MA) and GBV as needed. The DCA COs are progressing on this strategic objective with all countries incorporating two or more types of activities into the same humanitarian response. The modalities vary between countries and activities may not always be directly linked. The emphasis is on applying a holistic protection approach and, at a minimum, mainstreaming PSS into other activities. When specific need falls outside DCA’s area of expertise, the locally identified referral systems are used.

In 2018, DCA’s work on community safety and protection addressed communities’ protection needs through a combined approach of protection mainstreaming, CLCR, self-protection and protection specialisation (in areas such as HMA), PSS, targeted advocacy, and independent analysis and documentation. DCA applied a people-centered approach, providing right holders a safe and dignified space to recover from stress and shock. The protection approach cuts across sectors and combines an integrated approach to address different protection needs. By mainstreaming protection into other sectors, DCA upholds people’s dignity and safety while ensuring their access to basic services, self-reliance and participation in the design and monitoring of activities.

In 2018, DCA carried out HMA operations in areas heavily affected by recent violent conflict, for instance in Libya. The operations involved removing explosive hazards, purposefully placed by parties to the conflict and, as such, removing them could be perceived as interfering in the conflict. Furthermore, clearance provided employment, involved the deployment of assets, and sometimes freed up contested resources like land, housing and property. For these reasons, the potential for exacerbating existing conflicts was considerable.
DCA countered this risk by applying a conflict-sensitive approach through transparent, neutral and trust-building engagement with all stakeholders and ensuring that the project goals and potential benefits were made clear to all right holders. Humanitarian principles acted as overall guiding values, and interventions were prioritised based on humanitarian needs. Recruitment was done on an equitable basis and DCA prioritised that staff were provided with transferable skills in the event of sudden withdrawal. This soft approach, coupled with Explosive Ordinance Disposal (EOD), resulted in high levels of community support for DCA in areas with an otherwise fragile security situation.

GLOBAL ADVOCACY SUPPORTING SAVE LIVES

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

DCA has continued and intensified its advocacy for locally-led responses in a coordinated approach with the humanitarian community, including efforts leading to vulnerable communities being reached and the inclusion and empowerment of vulnerable groups such as IDPs and returnees.

DCA has increased its engagement in advocacy in alignment with its operations within MA. Through its representation on the Governing Board of the International Campaign to Ban Landmines/Cluster Munitions Coalition (a global network in some 100 countries that works for a world free of antipersonnel landmines and cluster munitions), DCA prevents further casualties, ensures survivors can lead fulfilling lives and puts an end for all time to the suffering they cause.

In conjunction, DCA as member of the Monitoring and Research Committee supported the publication and dissemination of The Landmine and Cluster Munitions Monitor, a publication which in a coordinated, systematic, and sustained way provides evidence to monitor humanitarian disarmament treaties and to regularly document progress and problems. During 2018, L2GP continued its support to and documentation of the importance of local protection, survival and recovery responses at both local and global levels. This was achieved through DCA’s research and documentation, by playing a central and active role in Charter4Change (C4C), and through engaging directly in targeted research and policy work carried out by the Overseas Development Institute (ODI), Humanitarian Policy Group (HPG), Grand Bargain localisation work group, SPHERE, Economic and Social Council (ECOSOC) Humanitarian Assistance Segment, State of Hum System Report 2018 (ALNAP) and ongoing discourse with donors such as Danida, Swedish International Development Assistance (SIDA), and Department for International Development, Government of United Kingdom (DFID).

EXAMPLES OF HOW DCA’ WORK HAS INFLUENCED CHANGE

In Syria, DCA constructed temporary learning spaces and rehabilitated schools, prioritising small village schools for a range of improvements: weather proofing in preparation for the harsh winter months; reparation of broken access and stairs to increase safety; painting of walls and replacing light bulbs to promote learning; and the rehabilitation of latrines and adjacent water points for better hygiene.

In refugee contexts, like Uganda, Kenya and Ethiopia, DCA was highly successful in addressing the food security and livelihoods needs of the most vulnerable refugee and host community households through fresh food e-vouchers, the distribution of Non-Food Items (NFIs), self-help groups, saving and credit activities as well as Income Generating Activities (IGAs). For example, in Ethiopia the provision of agricultural inputs to IDPs and emergency livestock for drought-affected communities enabled disaster-affected households to maintain their livelihoods during times of crisis. This enabled communities to diversify and strengthen their livelihoods, benefitting vulnerable communities suffering the triple burden of food insecurity, climate change, and conflict.

In Bangladesh, DRC, Iraq, Syria, Myanmar and Libya, DCA operated safe spaces for populations who have been exposed to extreme violence, and endured bereavement and the deprivation of their basic needs. The Rohingya response in Bangladesh included safety awareness sessions, life skills, literacy and numeracy skills, psychosocial counselling services, and creative activities. DCA has played a key role in ensuring that youth and women have been prioritised in the education sector. Child protection issues were at the forefront of programming in Myanmar, Syria, and Iraq. In these countries, as well as in CAR, psychosocial support was provided by partners to vulnerable community members and children. In Libya and Myanmar, DCA trained youth and educators from CSOs on how to equip themselves with the knowledge and tools to conduct activities supportive of children’s recovery, development and learning. In DRC, DCA worked with conflict-affected communities and authorities to reintegrate children into the education system in safe learning environments. School Risk Reduction Plans were developed and implemented in targeted schools, and teachers and school directors were trained on Sexual and Gender-Based Violence (SGBV) prevention and basic PSS awareness.
DCA created awareness about the risks of mines and ERW in a multitude of ways in South Sudan, DRC, Mali, CAR, Myanmar, Syria, Iraq, Lebanon, Libya and Myanmar. Approaches used included direct implementation, partner implementation, peer to peer delivery, Training of Trainers, and radio broadcasts. DCA cleared mines and ERW in Libya, Lebanon, South Sudan and DRC. Clearance tasks were prioritised in areas of socio-economic value, with a high focus on farmland, grazing areas, water resources, sanitation infrastructure, educational and medical facilities, and residential areas. This positively contributed to freedom of movement, access to agricultural land and basic services, which improved safety and livelihood opportunities. DCA focused on building sustainable national capacities within the MA sector through capacity building of DCA staff, national partners and national authorities. Close coordination with national authorities, sparring, and advocacy furthered the development of national standards and strategies.

In Libya, the Women’s Labour Rights Organisation (WLRO) is locally based and has partnered up with DCA to support Mine Risk Education (MRE) initiatives. Volunteer S. is a legal adviser from Benghazi with her own law practice who in her spare time leads the WLRO’s Mine Risk Education team. This female-led team conducts RE sessions and coordinates with DCA Libya’s EOD teams to clear ERW. “Raising awareness is one of the most important things I have ever done,” S. argues. “Humanitarian mine action has given me an important role in preserving the lives and safety of people. This work has given me the opportunity to communicate with people from different spectrums [of life] and to interact with them by sharing [safety] information, but also to console them when they suffer.”

**05.5.2 BUILD RESILIENT COMMUNITIES**

DCA’s strength in improving community resilience is our long-term work on a range of the livelihood and disaster reducing activities that jointly contribute. In 2018, the programme work under the Build Resilient Communities global goal focused on the following intervention areas: Community-Based DRR and Risk Management; Sustainable Community Livelihood Development and Job Creation; and Communities Influence Decisions for Building Resilient Communities. The Global Advocacy component of Build Resilient Communities promoted responsible business (reported under section 6.4) and climate change adaptation.

**STRATEGIC INTERVENTION AREA: Community-based disaster risk reduction and risk management**

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

Communities are exposed to a range of risks and hazards, so DCA and partners facilitated community assessments and responses to the most urgent risks at the local level. In 2018, DCA mitigated risks posed by mines and unexploded ordnances, conflict, climate change and natural disasters.

DCA helped to reduce risks of mine injuries to communities by spreading awareness of mine risks and ensuring good and visual communication and high quality in MRE sessions. In the nexus between humanitarian and development work, one important conflict trigger is the unequal access to services experienced by refugees and host communities respectively. DCA and partners focused on reducing conflicts by creating income opportunities for both groups, facilitating dialogue, and implementing other conflict mitigation activities.

Addressing climate change and disasters, DCA and partners organised communities for DRR by promoting drought-resistant crop varieties and diversification.

L2GP’s SCLR approach puts the priorities of survivors
first in all program activities. Communities themselves lead in all design and implementation of activities, with DCA and local partners playing the role as facilitators and quality assurance. Find more in section 5.3.1.2 about how SCLR is currently being used by DCA in several countries and how this approach attracts growing global attention. DCA and its partners are progressing well in terms of facilitating and applying SCLR programming across its operation.

The SCLR approach considers the needs and wishes of the survivor in all program design, including extensive community consultation around each activity, constantly checking in with right holders and critically evaluating that programming is not putting anyone at risk.

In active conflict zones, DCA has applied the L2GP methodology, which allows local communities in both IDP camp and village settings to assess, analyse, and respond to their protection concerns as they perceive them. Furthermore, the development of local safety plans has enabled communities affected by crisis to identify and prioritise their risk linked to their environment and develop the mitigation plans.

In natural disaster contexts, DCA has strengthened risk assessment tools to enable communities to better manage risks as outlined in the Sendai DRR Framework.

In refugee settings, DCA applies a nexus approach that aims to foster self-reliance and social cohesion through engaging communities and building on their resources and capacities. DCA mobilises community structures such as local government structures, community leaders and refugee committees to lead the response and ensure sustainable impact.

**STRATEGIC INTERVENTION AREA: Sustainable community livelihoods development and job creation**

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

A lack of viable livelihood opportunities in rural communities fuels poverty, conflict and migration from rural to urban areas and cross-border migration. DCA and partners support a range of income and empowerment activities to counter this.

DCA and partners’ support to job creation and income generation includes, among other activities, crop and livestock production, service trades, savings and loans associations, value chain engagement, and organising for collective bargaining for fair prices. Income earned is reported across programmes to contribute to food, payment of school fees, homestead improvements, medical expenses and asset building. Earning an income also builds self-confidence, trust in the future and empowerment, especially for women and youth.

Together with our partners, DCA works to promote market inclusion for right holders, notably smallholder farmers, to ensure their fair share of profits and thereby Build Resilient Communities. This is done by applying market-based approaches, where DCA works with a range of stakeholders within value chains, including duty bearers both in the private market (e.g. input suppliers, wholesale buyers, retail buyers, financial institutions), and public sector (local governments, policy makers, authorities in charge of testing product quality, and extension services). The role of DCA and partners in Value Chain Development is to strengthen smallholder farmers and their organisations’ access to markets, and to facilitate linkages to other relevant market actors.

Economic empowerment projects for youth have succeeded in creating work and employment opportunities for livelihood building from agricultural production – including livestock and aquaculture – and off-farm enterprises for income generation. DCA combines this with business education and organising youth in cooperatives to strengthen social structures and self-esteem. Economic empowerment is regarded in several programmes as a key to halt youth migration to cities and foreign countries and motivate the youth to contribute to local development and thus limiting the vulnerabilities associated with migration. Programmes have succeeded in promoting young women’s economic and political empowerment through providing income generation opportunities, digital entrepreneurial skills and leadership training. In a few countries, there is a focus on social transformation including addressing lesbian, gay, bisexual, transgender queer, intersex, asexual (LBGTQIA+), caste, and other aspects of gender discrimination the young women face.

DCA and partners are well on track in the implementation of market-based projects that combine multiple strategies targeted to a range of stakeholders in the value chain. DCA developed an Action Guide on Value Chain Development, complemented by a step-by-step operational guide for how to design and implement this type of project. Through dialogue with private sector actors, DCA also promotes the UN Guiding Principles on Business and Human Rights (UNGPs).

**STRATEGIC INTERVENTION AREA: Communities influence decisions for building resilient communities**

**Strategic Objective 2022:** DCA’s established development programmes implement projects which aim to empower youth as a primary stakeholder.

DCA programmes focus increasingly on addressing the barriers faced by women and youth and include work on challenging gender stereotypes and working towards resilience. Gender disaggregated data and focus on incomes and economic empowerment of women improve and extend the securing of sustainable structures.

DCA and partners facilitated awareness creation among right holders and provided platforms for dialogue with duty
bearers to increase vulnerable right holders’ influence. In Cambodia, Ethiopia, Malawi, Myanmar, Nepal, South Sudan, Uganda and Zimbabwe, DCA and partners supported awareness raising on rights issues for target groups in projects, and awareness raising for the broader public through interactive radio programmes on resilience-related issues of right to food, human rights violations, social rights, women’s and children’s rights, land laws and DRR. DCA facilitated dialogue with duty bearers in interface meetings, project groups and multi-stakeholder platforms in the programmes, creating forums where communities can raise their voice in a non-confrontational manner.

Seven countries report on specific focus on youth livelihood improvement in development programmes (Cambodia, CAR, Kenya, Myanmar, Nepal, Palestine and Uganda). DCA is still expanding youth activities, hence most reporting focuses on the activities, the processes and intentions for the future. DCA and partners increasingly focus on youth in crisis situations and successfully engaged young people in employment in new trades that challenge traditional gender roles. These activities provided beneficiaries with an income and improved social relations with families and other community members. Youth also displayed higher self-esteem and self-confidence alongside an increased ability to imagine and aspire to a better future. Earning an honest income and building systematic relations with other sectors of society helped challenge negative images of youth.

Digital transformation and innovative technology are important components of project models to motivate young people to engage in livelihood activities. Results are emerging from methods used for project implementation and monitoring (such as Magpi and apps for cash transfers); access to technology for training (such as the VSLA app developed by DCA) and other digital solutions that allow farmers to negotiate and retain fair prices with local buyers as support to business development.

While youth are often motivated to change, DCA and partners experience a challenge in some countries to identify strong youth partners and networks, and in many cultures, youth traditionally have little voice.

GLOBAL ADVOCACY SUPPORTING BUILD RESILIENT COMMUNITIES

Strategic Objective: DCA’s advocacy activities at global and national levels promote responsible business and climate change.

Climate Change advocacy has been carried out as a cooperation between DCA, partners (Malawi, Uganda, Nepal and Cambodia) and members of the ACT Alliance.

In 2018, the global advocacy efforts were focused on the UN climate talks, where DCA, as well as partners and sister organisations, attended several official sessions. At national level, advocacy initiatives were taken both to increase domestic climate ambitions, and the national engagement in international talks. Several concrete advocacy results are noted on different levels.

DCA, together with ACT Alliance EU, Climate Action Network (CAN) Europe and the Danish 92 group, maintained a good dialogue with politicians and the civil service in both Denmark and EU, and noted positive developments related to allocations and disbursement of climate finance. At global level, DCA, together with the ACT Alliance, noted several concrete advocacy results, promoting an increased ambition and robust rules for implementation of the Paris Agreement from 2015.

EXAMPLES OF HOW DCA’ WORK HAS INFLUENCED CHANGE

In Myanmar, DCA mobilised the Karen community for MRE sessions resulting in 100% of participants demonstrating improved knowledge afterward. Because of this success, the community moved on to jointly formulate the first HMA policy in the country with the purpose to protect civilians from the threat of landmines in the areas under their control. This can also contribute to the peace process with the Myanmar government that could inspire improving a systematic community mine risk reduction at the national level.

In Karamoja, Uganda, the work of DCA and partners resulted in a culture change among the nomadic pastoralists away from dependency on relief and donations and towards self-help and strengthened social structures. In a setting where no crop farming had taken place, DCA and partners conducted training in modern agronomic practices for over 500 farmers. This led to their adoption and production of a range of both cash and food crops. In addition, farmers formed 11 village savings loan associations (VSLAs) and two marketing groups. The VSLAs promoted a saving culture among the farmers and provided the farmers the loans to invest in ventures such as paying school fees and daily family upkeep. Marketing groups engaged in collective marketing of the produce for a fair price.

In Zimbabwe, DCA facilitated a process of engaging multiple actors in DRR and resilience building by inspiring duty bearers to consider DRR at micro and macro government structures. Duty bearers acknowledged the value of community and government dialogue for policy formulation for the first time in the Bulawayo area. One concrete output was a policy brief that aims to align the Zimbabwe Civil Protection Act to global practice, underpinning the need to build strong preparedness and response mechanisms that are simple, less bureaucratic, easily interpreted and executable at all levels.
In 2018, 11 countries implemented programme activities under the Fight Extreme Inequality goal. The programme focused on the five intervention areas: Space for Civil Society and Protection of Human Rights, Inclusive Participation in Decision Making, Equitable Distribution of Resources through Inclusive and Accountable Institution and Combating Discrimination and Promoting Rights of Excluded Groups. Finally, global advocacy supporting Fight Extreme Inequality supported the programme and created linkages between the national and global levels.

CPs (e.g. Cambodia, Uganda, Myanmar) reported that it is becoming increasingly difficult to operate under a shrinking civic space. Activities therefore centered on raising awareness of rights, documenting violations of human rights, and participating in various processes defending human rights, often with a focus on women. On a national and global advocacy level, DCA remained active in supporting partners in Universal Periodic Review (UPR) processes but also commissioning research studies, such as exploring the importance of faith actors’ contribution to civic space. Inclusion and participation of youth was a particular focus in 2018. As part of the work to ensure equitable distribution of resources and accountable institutions, DCA supported partners to engage in monitoring, tracking and documentation of duty bearers’ activities, and also trained and sensitised right holders to engage in dialogue with duty bearers. Through strategic advocacy efforts, often possible because of DCA and partners long-term relationship and presence in a country, DCA has also continued to combat discrimination and promote rights of excluded groups.

**STRATEGIC INTERVENTION AREA: Space for civil society and protection of human rights defenders (HRDs)**

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

Promotion of a diversified, vocal civil society is a cornerstone in DCA. The protection of civic rights such as freedom of assembly, association and expression is therefore pivotal in DCA programming although it is becoming increasingly difficult to operate. Several countries are reporting on the negative implications of a shrinking civic space as it can be a hinderance to programme implementation, partner dialogue, and participation in human rights networks and processes. In some cases, it is putting partners and staff at risk. DCA HQ administers an HRD emergency fund, which allows for rapid support to vulnerable HRDs without putting surrounding activities, partners or staff at risk.

At country level, DCA CPs support HRDs and organisations in their advocacy work and promote active participation (e.g. in UPR processes). Interventions at programme level include a wider range of activities from raising awareness of rights at community level, to empowering community members to claim their rights and speak up to injustice and lack of accountability, or to supporting HRDs and claiming human rights.

Support has also been given to partners in documenting violations of human rights, addressing restrictive NGO laws, and participating in national and international fora for the defense of human rights and the shrinking of civic space. Some COs have supported partners in digital security and how to use social media and the internet in a safe and protected manner. Focus has also been on empowering youth to speak up against violations of human rights in a protected manner.

At HQ level, DCA has been active in promoting the agenda of combatting shrinking civic space through co-organising an international conference on civic space in Copenhagen (planning in 2018, conference took place in March 2019), participating in working groups, and finalising a study on the implications of civic space for the SDGs (study conducted by IDS, commissioned by ACT Alliance). Through the ACT Academy accessible on the learning platform Fabo, resources have been developed which are now available to DCA staff, partners and other ACT members on advocacy and civic space.

**STRATEGIC INTERVENTION AREA: Inclusive participation in decision making**

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

DCA promotes inclusive, non-discriminatory and meaningful participation in all its activities as an integral part of a human rights-based approach and has worked consistently to strengthen this aspect. Furthermore, DCA’s work targets strengthening political participation of women, youth and/or excluded groups in several programmes. DCA also aims to create dialogue between and participation of people in peaceful co-existence. A key component of supporting increased participation is to address barriers to participation.
Programme activities that supported the inclusion of youth are very different across countries. Some country programmes have focused on including youth as right holders in general programme activities while others have targeted youth directly with activities for youth. These programme activities range from youth empowerment through talent development in Uganda, to skills development and employment in Cambodia and Palestine, to business and entrepreneurship training in Zimbabwe and targeting youth as holders in value chain projects and VSLAs in Malawi. In Malawi, partners and projects focused on engaging youth in political party leadership to support affirmative action where young women are provided space for participation in decision making positions.

**STRATEGIC INTERVENTION AREA:** Equitable distribution of resources through inclusive and accountable institutions

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

DCA interventions in relation to distribution of resources and strengthening of institutional accountability in the countries we work in are often initiated through mobilisation of civil society and local communities. In these settings, right holders are sensitised and trained on the rights that they are entitled to and how they might strategise to claim these rights. While human rights advocacy at times includes confrontational approaches, DCA and partners generally strive to engage in dialogue with duty bearers on concrete issues that may be resolved peacefully.

To facilitate dialogue and feedback meetings with duty bearers, DCA partners often seek to concretise problems to be resolved to ensure that dialogue meetings are facts-based, constructive and to the point. In countries such as Cambodia, Malawi, Myanmar, Nepal, Uganda and Zimbabwe, DCA and partners therefore engage in monitoring, tracking and documentation of the activities of public authorities and other duty bearers with the purpose to identify concrete gaps and problems in public service delivery, government budgets, implementation of government programmes, and business activities. Similar approaches are used in activities related to the DCA Global Goal to Build Resilient Communities and is also touched upon in this section of the report. In many countries, constructive dialogue with duty bearers is possible on subjects related to natural resources such as water, farming, environment and land rights while issues on freedom rights and shrinking civic space is often more sensitive and must be addressed through citizen journalism and campaigns for access to information (Malawi, Cambodia, Myanmar, Uganda). Based on evidence and documentation produced by DCA partners, civil society can demand transparency and accountability form duty bearers in dialogue meetings and these meetings are often leading to concrete changes in service delivery, legal standards or other public activities.

Lack of awareness of rights and lack of access to information are key barriers to ensuring that government is held accountable and DCA projects and partners have in their implementation sought to address this by working in marginalised communities and making people aware of existing laws and policies and how these directly affect people’s rights (Nepal). Processes also include advocacy for strengthening of legal frameworks such as the implementation of an access to information law in Malawi. Many DCA country programmes focus on engaging duty bearers in local dialogue and platform meetings with the view to constructively raise concerns and discuss concrete challenges and solutions. Service charters (Malawi), evidence-based advocacy (Cambodia) and community-based monitoring (Uganda) are ways of documenting specific issues and concerns and these materials are prepared by DCA partners and used to make dialogue and consultations with duty bearers both facts-based and tangible. To strengthen civil society in these processes, DCA generally works to unite partners in networks and coalitions.

**STRATEGIC INTERVENTION AREA:** Combating discrimination and promoting rights of excluded groups (women, minorities, migrants, youth)

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

In DCA’s humanitarian programmes, advocacy is, to some extent, restricted to community level support and empowerment (e.g. establishment of women committees or village committees to give people a voice vis-à-vis duty bearers).

Advocacy directly targeting duty bearers to address structural discrimination and abuse of power by authorities towards distinct groups in the population will need to be further supported in 2019. In some countries, DCA engages proactively with faith leaders to address negative stereotypes and discrimination/rights violations of women and youth. In other countries, DCA is active on NGO forum platforms and Humanitarian Country Teams (HCT), which are the primary coordination and advocacy bodies at country level. This engagement has allowed DCA to project the voices of our local humanitarian partners into processes occurring at the International NGO/UN/Government level and influence various advocacy strategies.

DCA interventions for combating discrimination and promoting rights of excluded groups – whether in humanitarian settings or in development work – are often long-term. Advocacy may start with highlighting very basic and obvious needs like that of access to cancer treatment in East Jerusalem and then link to the marginalisation of an ethnic group like the Palestinians; likewise, sexual harassment and gender discrimination of women in Uganda was discussed with faith actors and then linked to the more controversial issue of LGBTQIA+ and exclusion.
This approach includes a sometimes-contested perseverance in critical dialogue with faith and other actors that DCA may disagree (or only partly agree) with because DCA believes in long-term dialogue. DCA often roots its fight and advocacy against discrimination and exclusion through the building up of trust and access over time – and then adds critique that is needed to expose and change exclusion. For instance, when DCA supported the Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI) the ecumenical companions used local presence and trust in Israel/Palestine to be able to report on a deteriorating human rights situation and an unacceptable use of violence in the OPT. This was reported on in 4 statements to the Human Rights Council in 2018. Or when DCA uses trust and access to the Shan state conflict-zones in Myanmar to facilitate Amnesty International access to research and document discrimination and conflict. It also happens when DCA works well on gender justice with a faith actor in Uganda and addresses the same partner’s negative view on LGBTQIA+ rights. After some media debate, DCA’s approach was backed by leading university scholars, development practitioners and the Danish Ambassador to Uganda. Persistent dialogue with faith actors was regarded as indispensable for a pro-rights religious value formation.

GLOBAL ADVOCACY SUPPORTING FIGHT EXTREME INEQUALITY

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

Global advocacy in support of the goal to Fight Extreme Inequality often – as outlined in the DCA International Strategy – mobilises and engages faith leaders, partners and many others in joint global advocacy based on research and documentation.

In 2018, DCA, with local ACT members in Zimbabwe and Uganda, produced two reports on faith actors’ contribution to civic space in Uganda and Zimbabwe. The two reports focus respectively on president Museveni’s extra-constitutional bid for a new term, and the process up to and after the ousting of president Mugabe. Both reports concluded that faith actors often play an overlooked but important role in building, using and protecting civic space as free and fair civic space for all. They do so through value formation (i.e. participation, self-esteem to get engaged, accountability), through mobilisation of people for use and defense of space, and through often being the ‘last man standing’ still able to act when others are squeezed out.

The insights from the reports were subsequently used to inform and equip a regional East-African joint ACT consultation in Kampala, Uganda on “The Prophetic Voice of Religious Leaders for an Enabling Civil Society Space”. 46 religious leaders from 10 East African countries and across different religions reaffirmed their theological mandate, moral duty and important role in building and protecting a free and fair civic space for all. These resources were later built on in advocacy interventions at the ACT Assembly 2018 (which in its new Global Strategy committed to “uphold and promote space for a diverse and vibrant civil society to contribute to the development of a just and inclusive world” as well as events in 2019, such as the Global Focus/MoFA Civic Space conference and International Partnership on Religion and Sustainable Development (PaRD) General Assembly. For good reason, there is growing Danish and international recognition of the potential of engaging with faith actors in building and defending civic space.

DCA support Side-by-Side Faith movement for gender justice and has been part of the Danish annual delegation to the Commission of the Status of Women (CSW) for the last six years. DCA also supported ACT and played a key role at the ACT/Side-by-Side Faith Movement for Gender Justice co-hosted by the Permanent Danish mission to the UN at the CSW 2018. DCA contributed with expert and country knowledge about the status of and barriers to women’s, girls’ and human rights in the Global South through the alliances and informed the Danish UN Mission and Danish Parliamentarians.

In 2018, the IDS research study commissioned by the ACT Alliance was finalised. Through 4 country studies and 12 desk country studies, the research highlighted the importance of civic space for the SDGs. In 2019, the study will be actively promoted and used in a range of international advocacy initiatives, thus emphasising how the shrinking of civic space hinders social and economic development.

In 2018, DCA Palestine with partners have continued international advocacy, reaching out to both new and familiar audiences. Over the past year this included visits to Prague, Copenhagen, Brussels and Berlin to meet with parliament members and decision makers abroad, in addition to hosting hundreds of international partners and politicians. Among issues presented were specific examples of human rights violations and a general trend of deteriorating human rights respect and disproportionate use of violence in the OPT.

DCA HQ engaged with the Side-by-Side Faith Movement for Gender Justice in a research cooperation with the Joint Learning Initiative (JLI) and PaRD to document gaps in GBV research and interventions as a preparation for the 2019 CSW. One of the report’s findings was the potential of – and need for more engagement with – faith leaders re-visiting and re-reading of normative religious narratives (i.e. The Bible, Quran etc.) on gender roles and norms (liberative hermeneutics). This approach has proven very effective at both local and higher levels for the dismantling of discriminatory social and religious norms and practices, including GBV.
EXAMPLES OF HOW DCA' WORK HAS INFLUENCED CHANGE

In Malawi, efforts have been made to establish network and alliances supported by an HRD risk assessment scoping study with the objective to recommend evidence-based measures to enhance HRDs’ personal, organisational and affiliated partners’ security. As a follow-up to the risk assessment, the Malawi CO organised a security and risk assessment training for HRDs as well as supported HRDs’ advocacy work, especially leading up to the national elections in May 2019.

District Service Charters are used in Malawi as means of concretising and documenting commitments made by local district authorities within certain sectors of service delivery. DCA and partners have worked with public authorities in Malawi on adhering to standards for service delivery in relation to agriculture extension, health service delivery, education and access to clean and potable water. Service charters are a documentation of the commitments made by district councils and can therefore be used as accountability tools by the district authorities themselves but also by right holders (Malawi, D.1.1). In 2018, the right holders continuously engaged duty bearers to deliver quality social services according to agreed standards leading to an improvement of services within the targeted sectors as documented by DCA partners. Improvement of services have included the deployment of additional personnel, disciplining of unruly staff members and rehabilitating of non-functional facilities.

Capacity building and networking for improving women and Dalit’s participation: In Nepal the programme works to strengthen the participation of women, youth and Dalits. For example, in one region the participation from the Dalit community increased by 3% and from women by 10% in the local level planning process though a comprehensive seven step planning model supporting right holders’ meaningful participation.

The Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI) offers good examples of long-term presence, trust and capacity built up over time as a basis both for here-and-now protection, and for turning observation and documentation of discrimination and exclusion into evidence-based advocacy. This advocacy is rooted not only in the local affected communities in Israel/Palestine, but also in the overseas communities in Denmark and Norway (DCA recruited, capacity built and sent 3 participants in 2018, NCA 12).

In Uganda, DCA witnessed an increase in the faith leaders’ interest in advancing democratic governance and gender justice. This was evident under the national dialogue programme and the Gender Justice project implemented by three different faith-based actors. The increased discussion on gender justice within the faith circles opened more space to discuss issues such as the sexuality framework aimed at introducing age-appropriate sex education in schools, an area that was initially non-negotiable within the faith circles. Faith leaders started a discussion on effectively contributing to national legislation to promote gender equity and equality, starting with understanding and contributing to the Sexual Offences Bill, which was before Parliament. This resulted in the Bill being redrafted and faith actors invited into the ongoing work on the bill. This is breaking ground for the role of faith in advancing gender justice because initially faith leaders confined themselves to the pulpit and didn’t take advantage of the opportunity to add their strong voices to the policy making space. They have high potential influence, considering the role of faith in individual socialisation in a country where close to 98% align with religion.
Below we report on strategic intentions related to DanChurchAid (DCA) partnership development; the balance between implementation modalities, partnership agreements (PAs), capacity building, and DCA’s commitments to Charter 4 Change (C4C) & Grant Bargain, the Private Sector Engagement (PSE), ACT Alliance & Global Networks.

Globally, DCA works through 203 partners for project implementation and has long-term PAs with 93 of them where the purpose is to set joint future strategic directions, to agree on issues of organisational development and capacity building, and to make joint advocacy and communication plans. Organisational development and capacity building is also offered to the other partners who does not have a PA with DCA.

Table 6.1 shows number of partners in the countries where DCA is working, but only those that DCA a financial transaction with. This excludes other types of partnership such as authorities, public institutions (e.g. primary schools), private sector, and research institutions. In 2017, DCA reported having 173 partners; this number excluded HMA/SC partners, which means partners in Central African Republic (CAR), Democratic Republic of Congo (DRC), Iraq, Lebanon, Libya, Mali and Syria. Therefore, numbers from 2017 cannot be compared with 2018 numbers.
06.1 DCA’s Implementation Modalities

With the introduction of the new international strategy, DCA will more systematically monitor and follow the three different implementation modalities (i.e., partner-, co- and direct project implementation).

In late 2018, DCA’s financial system was adjusted to enable DCA to monitor the development in partner-, co- or direct implemented projects. Table 6.2 shows the total international programme work in 2018 on implementation modalities (DKK). Of the total amount of 558,039,712 DKK used for DCA development and humanitarian aid in 2018, 294,434,682 DKK or 53% is channeled through co- and partner implementation, whereas 252,599,066 DKK or 45% is used on direct implementation.

<table>
<thead>
<tr>
<th></th>
<th>CO- AND PARTNER IMPLEMENTED</th>
<th>DIRECT IMPLEMENTED BY DCA</th>
<th>NOT TAGGED IN 2018</th>
<th>GRAND TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development aid</td>
<td>144,450,090</td>
<td>105,496,184</td>
<td>1,145,730</td>
<td>251,092,004</td>
</tr>
<tr>
<td>Humanitarian</td>
<td>149,984,593</td>
<td>147,102,881</td>
<td>9,860,234</td>
<td>306,947,708</td>
</tr>
<tr>
<td>Grand Total</td>
<td>294,434,682</td>
<td>252,599,066</td>
<td>11,005,964</td>
<td>558,039,712</td>
</tr>
</tbody>
</table>

Countries with a high degree of direct implementation of their total turnover are Iraq (100%), CAR (99.8%), Kenya (96.1%), DRC (93.5%), Ethiopia (86.9%), Uganda (64.3%), Syria (58.9%) and Zimbabwe (54.6%). Countries with a low degree of direct implementation are: Mali (5.7%), Myanmar (9.6%), Palestine (16.2%), South Sudan (21.6%), Cambodia (27.5%), Malawi (33.2%) and Nepal/Bangladesh (37.7%).

Based on the current data, 45% of DCA development and humanitarian turnover was for direct implementation in 2018.

The above figures should be used and interpreted carefully. With the recent introduction of monitoring facilities in DCA’s finance system, statistics are still uncertain. It takes time for all projects to be tagged according to new standards – also how much of the expenditure is used for time registration.

06.2 Partner portfolio including new partnership agreements and partner capacity building plans for local & national partners

PARTNER PORTFOLIOS

In 2018, the number of partners increased to 253 (from 173 in 2017) mainly due to inclusion of former Humanitarian Response and Mine Action (HRMA) countries (from 12 focus countries to 19 DCA countries incl. Zambia). When other changes in portfolio have occurred, it is mainly because DCA is entering in new partnerships to scale up and/or fit with the direction of the new international strategy, for example, in CAR on advocacy for the adoption of the child protection code. In Kenya, a geographic shift took place by ending funding in Turkana County and shifting to West Pokot County. In Palestine, DCA-NCA has worked with partners to change traditional ways of working, including innovative approaches, and introducing new funding streams. In Malawi, more partners came in when new programmes were started: Citizen Action in Local Government Accountability and Young Women Active in Politics (YWAP).

When DCA enters in new consortia, new and multiple relationships are often established. In Nepal, for example, a new consortium has been developed with INGOs like Save the Children and CARE International under a Department for International Development, Government of United Kingdom (DFID)-funded Rapid Water, Sanitation and Hygiene (WASH) project, and in Zimbabwe, an ongoing United Nations Development Programme (UNDP) contract has doubled the number of partners that DCA is working with.

Political changes are another factor, like in Ethiopia, which has opened political space and civil society’s operational environment, which has created hope for strengthening DCA Ethiopia’s partnership approach and for engaging on areas that we were highly restricted on including advocacy, human rights-based approach to development and humanitarian interventions, civil society strengthening, capacity building and gender equality.

Shifts in or ending of funding also leads to changes. In Malawi, the last batch of 3-year contracts for partners funded by the Danida Frame was followed by analysis and evaluation of the current partner portfolio and the results of these analyses were first introduced for the 2019 implementing year.

PARTNER AGREEMENTS

In the previous International Strategy (2015-18), DCA set ambitious targets for meetings and signed PAs with strategic important partners in the programme portfolio in the 12 then-focus countries (i.e. 110 signed PAs by the end of 2018). In the current International Strategy, DCA has abandoned focus countries as a category to include all remaining countries (previous humanitarian response and mine risk countries) and we use DCA countries as common
category. As seen in table 6.3 below, the total number of signed PAs is 92 in 18 countries in 2018 (number of partners in Zambia is not included). This is 18 under the target of 110 in 2018 when the old international strategy 2015-18 was finalised. As DCA enters a new strategy in 2019, DCA has learned that it takes time to establish these PAs, as it is the quality and process around them that adds value to and increases trust with the partner.

### Table 6.3 Number of Partnership Agreements.

<table>
<thead>
<tr>
<th>Country</th>
<th>No. of Existing Partner Agreement</th>
<th>No. of New Partnership Agreements in this Reporting Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Cambodia</td>
<td>6</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>CAR</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>DR Congo</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Iraq</td>
<td>0</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Kenya</td>
<td>4</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Lebanon</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Libya</td>
<td>7</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Malawi</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Mali</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Myanmar</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Nepal</td>
<td>0</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Palestine</td>
<td>8</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>South Sudan (both)</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Syria</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Uganda</td>
<td>7</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Zambia</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>10</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>66</strong></td>
<td><strong>26</strong></td>
<td><strong>92</strong></td>
</tr>
</tbody>
</table>

**Organisational Development and Capacity Development**

Across country programmes, various organisational development (OD) and technical capacity development initiatives have been undertaken in the reporting period. As a tool to help identify, assess and follow up on gaps and areas for organisational and competence development within partner organisations, the DCA Partner Assessment Tool (PAT) has been utilised across countries to develop capacity development plans. In some countries, capacity development has been done more on an ad hoc basis than based on acute needs. Country offices (COs) have been able to adjust and offer support through tailor-made technical capacity building or organisational development to partners when needed. Across countries, trainings have been held on financial management, anti-corruption, Core Humanitarian Standard (CHS), Prevention of Sexual Exploitation and Abuse (PSEA), fundraising etc. There have also been several examples of capacity training in monitoring, evaluation, accountability and learning (MEAL) frameworks (e.g. Nepal, Malawi, Myanmar). In Malawi, a high number of capacity building initiatives took place; some were generic (monitoring and evaluation (M&E), Magpi, finance and procurement, Theory of Change (TOC), CHS, gender) targeting all (or most) partners, while others were tailor-made to cover a unique need of a partner. Examples of these are basic and investigative journalism, accountability and advocacy under the Fight Extreme Inequality programme and agro-ecology, entrepreneurship, goat farming/livestock management under the Build Resilient Communities programme. In the joint DCA/NCA programme in Myanmar, concerted efforts to use different capacity building approaches and resources that provide needed and targeted support for the partners was provided. To do this, DCA/Norwegian Church Aid (NCA) prepared cross-cutting budget plans at the country level to map out the prioritised ODs and capacity development activities for staff and partners based on the findings from the annual partnership meeting, coordination and PAT meetings. Required technical trainings for the partners were done through external consultancy services and inhouse support where Programme Coordinators (PCs)
took a lead role. Funds for capacity development were both directly transferred to partners as well as used by DCA itself for capacity building of partners (e.g. in Nepal, a Capacity Development Plan was developed based on an assessment of current partners).

The total amount in Danish Kroner (DKK) transferred directly to partners for capacity development is 2,768,269 in 2018. In all countries except in Bangladesh, Cambodia, CAR, Malawi, DCA made direct transfers to partners. In the countries where DCA has transferred directly, capacity development support included firefighting and first aid (Nepal), disaster preparedness such as earthquake simulation and flood simulation (Nepal); development of contingency plans, emergency related policies and SOPs; mobilisation & training of volunteers and community groups; and emergency simulation exercises (Palestine). There was also support to organisational strategy development training (Nepal), fundraising and M&E (Palestine); financial management (Zimbabwe); and financial support for the development of their strategic plans (Zimbabwe).

The total amount (DKK) used by DCA itself for capacity strengthening of partners was 4,374,853 in 2018. DCA's capacity building of partners has varied, including GBV prevention and Response for partner and DCA staff (Bangladesh); training to review assessment format and ACT Alliance Humanitarian Mechanism Documents (Cambodia); training on CHS (Ethiopia, Nepal, Palestine and Kenya); Livestock Emergency guidelines and Rangeland development (Ethiopia); Markets & Value Chain Development Training (Kenya, Nepal); Social mobilisation training, Climate change mitigation and adaptation and cash transfers (Nepal); Emergency Preparedness and Response Plans in West Bank and Gaza by providing training on integrated WASH-nutrition programing; agriculture, environment and land green coverage support; and PSEA & Complaints handling training and M&E Training for We Pay You Deliver Consortium Partners (Zimbabwe).

06.3 DCA’s commitment to Charter for Change and Grand Bargain Strategic Objective: By 2022 DCA’s advocacy has resulted in donors increasing funding to support Charter for Change and Localisation in DCA programmes

DCA transfers to national and local partners and the figures for 2018 are shown in table 6.1

<table>
<thead>
<tr>
<th>TRANSFERS TO LOCAL &amp; NATIONAL PARTNERS 2018 (%)</th>
<th>TRANSFERS TO LOCAL &amp; NATIONAL PARTNERS 2017 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Aid</td>
<td>34%</td>
</tr>
<tr>
<td>Humanitarian Aid including HMA</td>
<td>20%</td>
</tr>
<tr>
<td>Aggregated</td>
<td>27%</td>
</tr>
</tbody>
</table>

During the last two years, DCA transfers to local and national partners for development aid are rather stable moving from 33% in 2017 to 34% in 2018. DCA’s transfers to local and national partners for humanitarian response have decreased from 24% in 2017 to 20% in 2018. In summary, DCA’s aggregated transfers to local national partners is therefore slowly decreasing from 28% in 2017 to 27% in 2018. This trend is not (yet) necessarily concerning, but DCA will need to follow these figures in the coming years to manage strategic intents in Charter for Change (C4C) that DCA has signed onto.

12 COs have reported on the strategic objective to advocate with donors to support C4C and localisation in DCA programmes. COs have reported different levels of success, with some countries reporting significant progress towards more donor-supported localised responses (CAR, Iraq) and other countries reporting difficulties in getting donor attention to this agenda (Uganda). In some countries (Uganda, Bangladesh), other factors have impeded progress towards localisation. For example, DCA Uganda reports that despite attempts to mobilise local organisations in humanitarian response, these efforts were constrained by lack of suitable local organisations to undertake this task. A majority of DCA country programmes continue to work through local partners and transfer funds to local partners projects supporting the C4C and localisation agenda. In many countries (e.g. Palestine), they are working to strengthen the role of grassroots movements and community groups in leading the responses. The partner-led and community-led responses are further reported on in section 5.3.1.1. The C4C, alongside Grand Bargain, and the wider localisation debate, remains an important strategic agenda in DCA and has allowed DCA to strengthen its advocacy and policy for improved localised responses as well as continue to engage donors across the operation to support localisation.

06.4 Private Sector Engagement Strategic Objective: By 2022 DCA has demonstrated value and effectiveness in working with the private sector in projects in country programmes.

DCA continued to successfully develop its holistic approach to private sector engagement, combining Sustain-
able Development Goal (SDG) partnership projects and advocacy efforts, in strategic collaboration with private sector actors and alliance partners, both in DCA countries and Denmark. In DCA HQ, a new organisational set-up was developed with the establishment of a PSE Unit to solidify a cross-organisational and human rights-based approach to DCA’s private sector engagements. This enabled a more systematic engagement with a wider range of companies, for example WeFood suppliers, as potential SDG partners abroad.

In 2018, DCA demonstrated the ability to catalyse value chain projects with private sector actors, both locally and through Danish business links, based on the objectives of the international strategy and specific country programmes.

In Uganda, the pre-phase of the Fresh Fruits Nexus project, supported by the Danida Market Development Partnership programme (DMDP), was implemented, laying the foundation for full implementation of the project in 2019. The project is designed as an SDG 8 project, aiming to support the development of livelihood opportunities for smallholder farmers in both host and refugee communities, and job opportunities in the value chain of sweet potatoes. The project is guided by responsible business conduct principles and practices and distinguished by the involvement of only Small- & Medium Sized Enterprises (SMEs). The approach actively demonstrates DCA’s expertise and front-runner position and the abilities and potential of this segment in cross-sector collaboration in support of the SDGs (ACPR, Uganda).

In Ethiopia, the GAIN Access 2 Better Dairy project, also supported by DMDP, resulted in training of 400 smallholder farmers as part of the long-term objective to improve milk quality and prices for strengthened livelihoods (ACPR, Ethiopia). This project set the foundation for the Sustainable Food Platform, successfully supported by the Partnering for Green Growth (P4G) facility with Novozymes as a new partner, to promote nutritious and affordable foods for low income consumers and refugees in Ethiopia and Kenya.

DCA’s facilitation of roundtable meetings and public events on civic space and business led to progressive statements by the Ministry of Foreign Affairs (MFA) of Denmark and companies on the importance of civic space agenda as a condition for the achievement of the SDGs. This was achieved through strategic engagement, the alignment of a range of Danish actors from across civil society, government and business, and the expansion of the dialogue to Danish representations in developing countries. A specific outcome was the commitment of the first Danish company, Novo Nordisk, as member of the Business & Human Rights Resource Centre’s Business Network on Civic Space and Human Rights Defenders.

Towards 2022, DCA will continue to emphasise and promote a systematic approach to strengthen its shared value approach through exploring new opportunities for value creation and different forms of engagements and partnerships with private sector actors to promote sustainable livelihood development, whilst also promoting structural, political and legal developments to safeguard right holders affected by business activities.

06.5 ACT Alliances and Global Networks

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

DCA believes that ACT has a crucial role to play in advocacy involving faith-based actors – at local, national and international levels. The 2018 ACT General Assembly elected DCA General Secretary Birgitte Qvist-Sørensen as chair of the Global Board where she focuses on the 2019-onwards ACT Gender Justice campaign approved at the assembly. In 2018, DCA’s climate change advocacy work was directly aligned with and linked to the climate change advocacy engagement of the ACT Alliance described in the new ACT Global Strategy adopted by the ACT General Assembly in Uppsala in 2018. The DCA investment in time and leadership within the alliance resulted in several privileged and influential advocacy initiatives. For instance, the South African Anglican Archbishop and climate ambassador of the ACT Alliance, Thabo Makgoba, was invited to speak at the Virtual Climate Summit, hosted by the Government of the Republic of Marshall Islands (together with other high-level speakers such as Lars Løkke Rasmussen and Al Gore).

The ACT Advocacy Academy is a global capacity building initiative, hosted by DCA as part of ACTLearn on the Fabo platform (which is now fully integrated as the learning and capacity building platform of ACT as per the new ACT Global Strategy). In 2018, DCA was asked to manage the initiative on behalf of the ACT Alliance. The joint capacity building approach strengthens global cooperation and experience sharing and allows DCA a high degree of influence on the chosen topics and strategies. The 2018, internal evaluation scored high on relevance, concrete local outcomes and participants’ active advocacy engagement.
Beverages on display in the Wefood shop in Aarhus / Martin Schubert
07. Engagement in Denmark

This chapter focuses on various ways in which DanChurchAid (DCA) created engagement and awareness and provided the Danish public with opportunities to act for the benefit of the world’s poorest in 2018.

07.1 Major changes in the organisation’s popular anchorage and outreach in Denmark

Over the past ten years, international non-governmental organisations (INGOs) on the Danish market have been continuously operating on more commercial terms within engagement and fundraising. This seems to have caused a change in the general attitude towards the International NGO-sector, which is fighting to maintain its credibility and relevance in a changing market where Danes concurrently have an increased focus on local and easily identifiable issues. In 2018, DCA’s image score (a complex key performance indicator (KPI) indicating the average evaluation of ethics, action, effort, relevance, administration of funds and credibility) declined and DCA went from being the third to becoming the sixth most respected NGO in Denmark. The reason for this trend is that organisations who have a more straightforward purpose can easily communicate this to the Danish public whereas it is more difficult to communicate the purpose of an organisation that has a more complex purpose as DCA, with goals that have to be achieved in the area of long term development, humanitarian response and nexus. However, overall DCA maintained its level of brand recognition.

At the same time, as the sector’s image has changed. Doing good has become good business and the NGOs have lost their monopoly. Purpose has become increasingly important to the public and especially to the political consumer. It seems that, in this changing market, the NGOs with simple and easily understandable messages have an advantage. This challenges DCA, which has a wide portfolio of programmes and thereby a more complex message to communicate. In 2018, DCA’s total amount collected from private donors went down compared to 2017. However, the Give a Goat campaign, with its more simple and humorous message, went up and had its best fundraising result in 10 years.

With increasing pressure from more competition, DCA needs to continuously strengthen its focus on donors, volunteers and other actors by being increasingly agile to trends, and at the same time have a long-term focus on the development of actions, digitalisation, data, personalisation and the portfolio of technical systems. In 2018, DCA completed a system review to draw out a desired architecture for data and technical systems. In 2019, DCA will begin implementing the recommendations from the review. The aim is to ensure that DCA has the agility needed to adjust to both internal and external changes and thereby continue to be best in class on creating engagement.

The changes in the perception amongst the public towards the humanitarian and development organisations in terms of credibility, relevance and purpose is also influencing DCA’s work to create engagement in Denmark through its communication and relations to individuals, networks and partners in Denmark.

07.2 Major results from use of Project and Programme Related Information (PRI) funds

Young people are a key target group for DCA’s programme related information. DCA has reached this target group in different ways, such as the campaign called “Tag Del”. This campaign is part of the Parish Collection and engages adolescents and their parents in development work and the SDGs. The main activity of this on-going campaign is a “caravan”, where former DCA volunteers visit confirmation classes, boarding schools and associations for children and youth to share and discuss their experiences from developing countries. All Danish parish priests receive the affiliated teaching resources. “Tag Del” focuses on how Danish youth can become actors for change themselves. In 2018, development aid became tangible for an estimated 5,000-6,000 youth who took part in the campaign and afterwards signed up as volunteer collectors for the Parish Collection.

Another example of how DCA reaches youth is DCA’s travel portal Go Global, which allows mainly young people to either travel as volunteers, apply for an internship or join a folk-high-school or boarding school. In 2018, there were 339 participants who created engagement around the Sustainable Development Goals (SDGs) in general and particularly SDG 13 and 15. The trip is an experience of a lifetime and everyone is involved in voluntary work afterwards.

As such, Go Global is also part of the foundation of DCA’s youth organisation (NU) which engages youth in many different activities such as campaigns, running cafes and organising events. NU became an independent organisation in 2018 and has successfully applied for a membership of DUF (The Danish Youth Council). NU’s 230 members work with youth and particularly SDG 13 and 15. The trip is an experience of a lifetime and everyone is involved in voluntary work afterwards.

The wider public is another key target group for DCA’s programme-related information. The campaign Give a Goat communicates development aid to the masses by engaging Danish celebrities who are willing to spend their time on promoting development aid. The celebrities are invited to visit DCA programmes and, upon return, use their influence to reach new and wider target groups and share their experiences and programme information. This initiative allows DCA to engage target groups who would otherwise be out of reach. In 2018, Anette Heick and her family visited Malawi. The campaign reached 9,628,000 readers and had an ad value of 3,482,457 DKK for the written press alone.

The idea of using ambassadors, whether it be former volunteers or celebrities, also runs through the study tour for DCA gatekeepers. In 2018, eight key Parish Collection
volunteers went to Zambia to visit DCA programmes and they shared their experiences and new knowledge with local media.

Through DCA’s village cases, the PRI-funds are also used in DCA’s communication with regular donors. The village case is an attempt to communicate a coherent story about DCA’s programme work by letting donors follow the same village over time. The aim is to move the donors’ understanding of development aid and how they can act to create change. In 2018, a journalist and a photographer visited a village in Malawi and brought back stories that were used intensively toward regular and new donors.

The Mevation campaign (initiated in 2015) was an umbrella-campaign that successfully encompassed all the different elements of the DCA PRI-initiatives: travel, fundraising, youth and programme information. This campaign ran the first quarter of 2018, but unfortunately it had to be closed the same year due to ethical challenges related to the ambassador.

See 7.5 for PRI funds used on church related partners.

07.3 Strong communication with meaningful opportunities of action

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

DCA continuously works to earn the trust and engagement of individuals, networks and partners who want to act to benefit the world’s poorest. DCA believes that when others act to support DCA, they confirm their own connection to the organisation as well as increase DCA’s brand recognition and respect in the public.

Some data stands out for 2018:

- 231,506 Facebook followers, making DCA number one compared to other Danish NGOs on social media.
- 614,755 unique visitors where recorded on DCA’s Danish website.
- Danes gave their opinion by interacting with DCA on Facebook 875,764 times.
- 19,008 Danes signed DCA’s online petition to ask Russia to sign the Ottawa Treaty (the Anti-Personnel Mine Ban Convention).
- Danes spent 893,859 volunteer hours with DCA acting through DCA’s retail shops and youth network (Folkekirkens Nødhjælps Ungdom).
- DCA had 3,062 mentions in the Danish media despite less media momentum around development and humanitarian aid.

In 2018, we reached actors in different quantifiable ways:

- 184,795 unique recipients were reached via email and 169,313 via SMS.
- The number of telemarketing dialogues reached 116,685 while the number of Face2Face dialogues reached 67,395.
- DCA sent out approximately 4 x 47,800 issues of the DCA magazine to supporters.
- 50,733 donors supported DCA’s work regularly, with an average monthly donation of 100,87 DKK.
- The total number of payments from private donors was 658,642.
- The total amount collected in Denmark was 159,254,729 (2017: 169,393,782).

Overall, DCA’s dialogue building on relations was in part affected by the implementation of the General Data Protection Regulation (GDPR) and the consequent data cleaning. In part, the decline in numbers of, for example, telemarketing dialogues is due to a strategic definition and prioritisation of target groups, which has resulted in opt outs as well as opt ins of recipients to match the right target groups with the right messages.

Due to the challenges mentioned in section 7.1 as well as the absence of media momentum in relation to humanitarian disasters, the development in this area has stagnated. DCA is working to adapt and find solutions.

07.5 Equal partnerships as a driving force for communication and action

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

For DCA, creating engagement implies offering to be an active and accountable partner in change. DCA is born out of partnerships with people who believe in a dignified life for all.

An important foundation for DCA’s work is a strong and very widespread church-related support base, which provides a natural relationship with churches, parishes, church related partners and private persons who wish to support international development aid through faith-based organisations.

DCA prioritised projects that, via network and umbrella organisations, allow DCA to reach new and wider target groups. These projects often extend over longer time periods.

In 2016, DCA initiated the cooperation Clean Water in Africa with the Danish Association of Free Schools and Danmarks Kirkelige Mediecenter (DKM) to strengthen the pupils’ global understanding and engagement through a focus on the SDGs. Educational materials were developed in 2017 and distributed to 335 free schools in 2018.

Welcome to My Home is a cooperation between the Y’s Men Region Denmark and DKM to give Danish children...
an understanding of the lives of refugees and create a starting-point for the cultural meeting between refugee children and ethnically-Danish children. The target groups were children in local associations, clubs, churches and schools. The project was initiated in 2017 but developed and produced in 2018 and launched by the end of the year. In 2018, DCA initiated a project to convey and create engagement around the SDGs in its support base, local churches and partnerships. DCA has established a group of senior volunteers with a clerical or teaching background who will develop a programme and materials that will be distributed to deans and parochial church councils.

In 2018, DCA continued its cooperation with the network Green Church (Grøn Kirke) to strengthen the global dimension in the network, which counts more than 200 national churches and some additional free churches and organisations. The cooperation focuses on SDGs 12, 13 and 15.

07.6 Strong political voice and defender of values in Denmark and abroad

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

In 2018, DCA continued pursuing its ambition of influencing the public and political debate in Denmark and in turn political decisions with a sustained focus on a rights-based and pro-poor approach to sustainable development. Setting out from the Global Goals outlined in the DCA International Strategy, in 2018 DCA has actively engaged in several key debates mainly through 1) written and oral statements in Danish media, 2) a continuous dialogue with key stakeholders (opinion makers, decision makers, civil servants and other members of the civil society), and 3) providing written and oral feedback on policy initiatives.

DCA continued in 2018 to place emphasis on being credible and respected for our knowledge of developmental and humanitarian challenges through constructive dialogue based on evidence within our areas of expertise. As a result, DCA was invited to consultations on a vast number of policy issues from a variety of stakeholders including members of the Danish parliament, the Danish government, private sector actors, media outlets and the general public. In doing so, DCA has relied on its contextual and professional knowledge of development and humanitarian challenges to inform both public and political debate on key issues (always aligned to the strategy and mandate of the organisation).

DCA continues to formulate positions and has increased its engagement with relevant decision makers and stakeholders on the role of the private sector in pursuit of sustainable development and poverty reduction. DCA has established partnerships with key private sector actors as well as knowledge institutions that have supported our voice on business and human rights, with reference to the UN Guiding Principles for Business and Human Rights. Through this, DCA has contributed to the prominence that this agenda has achieved in the Danish environment not least through its linkages to the SDGs.

In 2018, DCA continued and further elaborated its 2017 work in support of rights-based asylum, refugee and migration policy, providing substantial input to the political discussion surrounding both the Global Compact for Refugees and Global Compact on Migration and related discussions advocating for Danish policies that are in accordance with international law and human rights, well informed and based on facts.

This was inextricably linked to DCA positions on the allocation of Danish development and humanitarian aid. DCA continued to maintain that the primary pathway to addressing humanitarian challenges is through development and thereby addressing the root causes of crisis.

Climate change policy has continued to be high on the agenda at DCA and the organisation was active in Denmark, not least by circulating its findings from research into global climate financing, produced in collaboration with global alliance partners, and thereby raising the awareness on the need for financing to benefit countries most affected by climate change. This linked to the ongoing global discussions on putting ‘loss and damage’ on agendas for action. The findings were well received and formed a good basis for discussions including in the Danish parliament.

DCA has engaged intensely with the MFA as well as other Danish partners to build momentum and ensure broad support for the agenda on Religion and Development. Through persistent and constructive collaboration with relevant Ministries and co-creation on key agenda topics, the agenda has gained more prominence broadly across the MFA as well as at the ministerial level. Ultimately, these efforts contributed to Denmark accessing full membership of the Partnership for Religion and Sustainable Development (PaRD) and offering to host the General Assembly of the partnership in Copenhagen in 2019.

In all of the above advocacy work, DCA leveraged its partnership base in relevant countries in the Global South as well as its network and alliances in relation to both the European Union (EU) and the United Nations (UN) to inform decision makers and opinion makers on the challenges and opportunities in contemporary policy directions. DCA used this reach to bring forward concrete knowledge, evidence and experience from a wide variety of country contexts into the global policy debates.

In general, the advice and insights provided by DCA were appreciated and well-accepted by the majority of stakeholders. However, in 2018 DCA once again found itself being challenged for engaging actively in political debates and has therefore again been forced to defend its right and duty, and indeed that of the broader civil society, to engage critically as advocates for the world’s poorest and in this regard the vital importance of human rights and the rules-based international order.
08. Achieving Change through Cross-Cutting Commitments

08.1 Human Rights-Based Approach

**Strategic Objective:** By 2022, DanChurchAid (DCA) integrates use of reporting mechanisms like Universal Periodic Review (UPR) and UN Committee on All Forms of Discrimination Against Women (CEDAW) to ensure nobody is left behind, and our management processes reduce risks in relation to human rights violations.

DCA has an organisational commitment to respect internationally recognised human rights through all operations, relations and engagements carried out by the organisation. DCA adheres to the application of a Human Rights-Based Approach (HRBA) to development in all countries where we work, meaning that all projects and implementation seek to contribute to the development of the capacities of duty bearers to meet their obligations and of right holders to claim their rights. In practical terms, the application of a HRBA at DCA is interpreted based on how our projects and partners adhere to the so-called PANEL-principles of Participation, Accountability, Non-discrimination, Empowerment and Link to Human Rights standards and mechanisms. DCA sees human rights and HRBA as underlying basic principles that cut across the Sustainable Development Goals (SDGs) and the 2030 Agenda and adheres to the conviction that development will not be sustainable without HRBA. It is increasingly recognised globally that issues such as inequality (SDG 10) and peace, justice and strong institutions (SDG 16) are regressing and that the ‘leave no one behind’ agenda will only be achieved through a strong adherence to HRBA and human rights. DCA therefore sees human rights as a key, integrated part of the SDGs and will increasingly seek to explore how the SDG-human rights nexus can be strengthened in the countries where we work.

The application of the PANEL-principles in DCA country offices (COs) is centered on a strong non-discrimination commitment and a focus on vulnerable groups in society as key beneficiaries for project implementation. The focus on non-discrimination is further strengthened through DCA’s organisational focus on gender equality and youth as separate cross-cutting themes (see below sections 8.2 and 8.4). Empowerment of vulnerable groups and the strengthening of participation in local decision making processes are core principles that are visible in all project implementation from across the three Global Goals. An example of the HRBA-related effect of the DCA work could be seen in Myanmar, where 1,034 people were empowered through being trained in awareness on human rights in 2018, leading to 53% of trained human rights defenders reporting violations to formal or informal institutions.

To strengthen accountability of duty bearers, DCA and partners seek to develop and apply concrete tools to measure performance of public authorities and other duty bearers locally. Examples of these approaches are the use of public service charters in Malawi and community-based score cards for monitoring and evaluation in Uganda.

Strengthening the link to United Nations (UN) conventions and standards is a key focus area to DCA country programmes/alternative strategies and partners are continuously involved in UPR and treaty body reporting to
the UN to provide input to the performance of governments. In 2018, Cambodia and Myanmar COs were involved in the UPR processes. Further to this, DCA partner NGO-CEDAW was instrumental in ensuring the first ever reporting to CEDAW, which was carried out by the Cambodian Government in 2018. Outcome documents and national action plans are used to monitor and follow up on these procedures.

Key organisational added value from applying an HRBA at DCA includes

- Strengthening of sustainable structures and focus on long-term development
- Ensuring that all projects work to enable right holders to claim their rights
- Clear outlines of organisational underlying principles to guide all implementation

HRBA is at the backbone of all work carried out by DCA and to streamline the conceptual understanding of the approach, a training introduction to HRBA was developed in 2018 and is now mandatory to all staff across the organisation. Further to this, an institutional Human Rights Policy was adopted in December 2018. A comprehensive four-week training on HRBA and gender was developed together with colleagues from ACT Alliance and a pilot training was carried out among ACT Alliance partners. This will be followed up by regional trainings in the coming years with ACT Alliance offices and partners in Africa Region being targeted in 2019. The DCA application of HRBA is historically best-established in country operations focusing on long-term development, but conceptual refining for strengthened application in humanitarian settings is a strategic focus 2020-2022 and aligned with the DCA work on nexus, localisation and the SDGs.

08.2 Gender Equality

**Strategic Objective:** By 2022 DCA has increased focus on fighting gender discriminatory laws and practices and has prompted faith actors to work proactively towards gender equality

All DCA COs are working with gender equality mainstreaming as an integral part of DCA’s human rights-based approach both in long-term development and humanitarian work. The specific strategic objective is so far addressed by some of the countries with a focus on long-term development. Several country programmes (CPs) (Malawi, Uganda, Palestine, Myanmar) are working directly and explicitly with engaging faith actors for gender, yet many other CPs have not yet initiated much work specifically towards this strategic objective (Zimbabwe, Kenya, Ethiopia and Mali) but plan to do so in the coming years. Ethiopia has not yet worked with this objective because of restrictive environment and NGO laws, but report that they plan to do so when new more open legislation is in place.

**Nepal** and **Bangladesh** report on working with gender-sensitive policies, but not specifically with engagement of faith actors. Bangladesh works with gender mainstreaming and with preventing gender-based violence (GBV) in the refugee response in Cox Bazar and Nepal has engaged with local governments on drafting gender-sensitive policies and guidelines. **Zimbabwe** did a gender audit and resultingly supported a rural council to develop its own gender policy. **Malawi** supported mobile courts to facilitate gender justice for people in hard to reach areas. In **Myanmar**, the programme has engaged 151 civil society organisations (CSOs) in addressing positive gender norms and practices and furthermore worked with right holders on positive masculinities.

DCA actively supported the formation and implementation of Side-by-Side, a global faith movement for gender justice that is growing stronger with 16 national chapters formed by faith actors and operating individually. DCA also actively engaged in ACT gender work supporting the ACT global gender campaign Created Equal that puts increased focus on ACT’s gender work and aims to strengthen local ACT forums in their gender equality work. In **Uganda**, DCA has taken an active role in supporting the formation of a national chapter of Side-by-Side faith movement for gender justice. DCA headquarters (HQ) and Uganda also participated in the annual UN Commission on the Status of Women (CSW) with participation of both women’s rights organisations and faith-based actors advocating for a progressive agenda on for rural women and girls. The CSW 2018, for the first time, recognised the critical role of faith actors in advocating for gender justice. **Malawi** is also an active member of Side-
by-Side and works with faith actors on supporting young people’s sexual and reproductive health and rights.

08.3 Religion and Development

**Strategic Objective:** By 2022, DCA develops faith-sensitive programmes which partner with religious actors in our development and humanitarian advocacy work for pro-rights change that is rooted in beliefs and values.

The DCA cross-cutting commitment to the role of religion and religious actors in processes of change is being adopted by more DCA-countries as well as across DCAs advocacy – not least in areas such as civic space, gender equality, climate change, nexus and localisation. A balanced blend of ten countries, with focus on long-term development and on humanitarian response respectively, have reported on progress made and plans within this cross-cutting commitment. **Myanmar** works on securing Freedom of Religion or Belief for strengthening social inclusion, **Kenya** and **Uganda** plan to or are already engaging with faith actors to reverse rights violations of women (SDG 5). **Zimbabwe** and **Uganda** have strong cooperation with faith actors on their role in securing peace and civic space (SDG 16). This is supported by two DCA/ACT research reports on Religious Actors’ role in building Civic Space in Uganda and in Zimbabwe and by a follow up East African conference where 46 participants from 10 countries issued the interreligious Kampala Declaration with practical recommendations. These include building alliances and safe spaces between Faith-Based Organisations (FBOs) and the wider CSOs, guarding own credibility from cooption, self-educating on rights and engagement opportunities, intensifying links with foreign embassies, deepening theological understanding of own role in the public space, revisiting the interpretation of normative texts and teachings on denouncing oppression and promoting justice, and building evidence to effectively address issues backed by facts and data. Ethiopia has held consultations to build on this and support the ‘democratic spring’. **CAR** involves faith actors in all activities and has seen progress from this not least in child protection advocacy. **South Sudan** and **Uganda** work with faith actors in humanitarian response work and were the focus of a DCA-commissioned study with follow up training by the Joint Learning Initiative (JLI) on the role of local faith actors in nexus, localisation and resilience (SDGs 1 and 17). DCA’s commitment to Religion & Development thus supports interventions across all three DCA Global Goals.

DCA has supported shared capacity building through an Annotated Bibliography of hands-on literature and tools; development of DCA/ACT/PaRD e-learning modules on Religion and Development for blended learning, and courses jointly organised within the Danish Network for Religion and Development.

08.4 Youth

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

Inclusion and engagement of youth is a key cross-cutting focus for DCA and a wide range of initiatives and activities have been undertaken in 2018. 12 country offices have specifically reported on the strategic objective on youth, and 10 out of the 12 have been actively working to implement the objective.

Activities have spanned from youth delegations visiting Danish youth organisations and political parties (Malawi, Palestine and Uganda) to skills and employment training, business development and entrepreneurship support (e.g. Zimbabwe, Mali, Kenya).

As examples of the latter, DCA **Kenya** has supported youth empowerment through an initiative which combines talent development and blended learning to enhance entrepreneurship and financial inclusion. In **Zimbabwe**, DCA has been successful in providing training in entrepreneurship, financial literacy and business plan development. Subsequently, youth business plan competitions have been held, providing grants of 500 USD to each of the 60 winners to start up or grow their businesses. The project has reached 1,772 youth entrepreneurs, exceeding the target of 750.

In **Malawi**, political participation and engagement of
youth has been the primary focus. One project formed a partnership with two youth parties in Denmark who have successful models for both enlisting youth in politics and developing leadership and lobbying skills of youth. A delegation of 6 females from the 2 youth parties visited Denmark in 2018. The purpose of the visit was to share experiences, and innovative ideas and best practices for promoting the inclusion and influence of young women in politics. This activity helped to motivate young females in Malawi to be more ambitious and vigorous to aspire for leadership positions in their respective parties.

In Palestine, youth from Denmark have planted olive trees together with local youth. This visit created awareness among young Danes on the challenges faced by Palestinians while at the same time building relationships across borders.

Uganda is reporting that, although working with youth is challenging, their partners are gaining experience in designing and managing programmes for the empowerment of youth, especially in livelihoods in both development and humanitarian settings. The end goal is to support and encourage youth to form groups that can graduate into strong movements and organisations.

Finally, a group of staff from different HQ units and COs have formed a Community of Practice (CoP) with the objective of learning and sharing for inspiration across countries. The first in a series of webinars was held in late 2018 and had partners and DCA staff from three countries present cases of youth work while DCA’s youth organisation (Folkekirkens Nød hjælps Ungdom) talked about their advocacy work in Denmark.

08.6 Learning

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

DCA has adopted a comprehensive learning approach (incl. learning pathways, communities of practice, and reflective practices) in its International Strategy to be more agile and practical in both knowledge sharing and capacity building. In 2018, an analysis was made of DCA’s learning ecosystem to map how learning takes place in the organisation, and it showed that current learning takes place both within and across formal organisational structures. In partnership with Danish Red Cross Youth and ActionAid Denmark, DCA also launched a project - Build Capacity Smarter - to test, challenge, and implement digital, social, and
evidence-based learning solutions. The project continues in 2019. These double-loop learning activities reflect on our processes as we learn, making for more practical and relevant capacity building initiatives.

The findings from these activities will be used in 2019 to set up practical ways to learn more efficiently and manage DCA’s knowledge bank; 8 new CoPs were identified, bringing the organisational total to 9 CoPs. There is also a plan to set up a central gateway for staff to access these CoPs, which will be an element of the new onboarding path that all staff complete upon joining the organisation.

DCA’s Learning Lab continued to host the ACTLearn Partnership, which facilitated collaboration and resource-sharing with other FBOs. Examples of these initiatives include the ACT Advocacy Academy, ACT’s Human Rights-Based Approach, and Religion and Development courses. This approach is both cost effective and extends learning opportunities for DCA staff. In 2018, Learning Lab took the step of upgrading its learning platform to become Fabo.org (formerly actlearn.org) with the explicit goal of increasing access for and engagement with national partners, both within and in addition to ACT Alliance members. DCA has already built a platform for partners in Zimbabwe, and the next challenge is to build local capacity to utilise this resource.

08.7 Innovation

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

Innovation as a driver for change is a key feature of DCA’s new International Strategy for 2019 – 2022. As preparation, DCA significantly stepped up its strategic work with innovation in 2018. At the organisational level, several initiatives moved the organisation towards a more strategic and comprehensive approach to innovation: a dedicated staff function for innovation was established, a cross-organisational innovation task force was created, and a new DCA Innovation Fund supported 11 innovation projects with funding from DCA’s Strategic Partnership Agreement with Danida. Innovation Fund projects were implemented in Bangladesh, Cambodia, Ethiopia, Kenya, Myanmar, Nepal, Palestine, Uganda and Zimbabwe, and globally with coordination from HQ. They covered several mobile platforms to support resilience and livelihoods, new ways of engaging youth as drivers for change, local-level innovations for increasing agricultural productivity and a global project to identify new ways for DCA to use technology to support active citizenship programming. A comprehensive report on the first year of the DCA Innovation Fund was produced and provides more details on projects, lessons learned and ways forward. This report is available on DCA’s website. Several countries implemented innovation initiatives with country program funds as well. Eight countries reported on this strategic outcome (SO) for 2018.

Key organisational results and learnings from working strategically with innovation in 2018 include:

- The Innovation Fund has enabled increased use of innovation approaches to secure quality and relevance of programming.
- DCA Innovation efforts have broadened our networks and created new partnerships for DCA programs.
- Innovation Fund projects have made us smarter about the opportunities and challenges of digital platforms and tools.

As DCA sets out to work more with innovation as a lever for impact, some challenges emerge: Time and technical skills are constraints for more innovation in DCA’s programming; dedicated funding is important, but not enough on its own; and networks and partnerships are critical for relevant and impactful innovation. Organisational innovation initiatives towards this SO in 2019 and beyond will focus on addressing these issues in addition to mainstreaming innovation into existing processes and building on the strong momentum and results from 2018.
09. Quality Management and Accountability

09.1 Complaints Mechanism

**Strategic Objective:** By 2022 DanChurchAid (DCA) can demonstrate increased awareness of access to complaints and principles of expected staff behavior (including sexual abuse, exploitation and harassment) among members of the communities we work in and in our partner organisations.

2018 has been an important year in the development and rolling out of DCA’s complaint mechanism. DCA prioritised the complaints mechanism by allocating more time for the Accountability. DCA’s complaints advisor was tasked with providing relevant training to employees and strengthening DCA’s system of focal points to ensure the adoption of the new system by all DCA country offices and the headquarters. Additionally, the former complaints system was restructured, and a formal complaints committee was established to discuss and decide on how to proceed with individual cases. Furthermore, DCA also adopted and implemented a Child Safeguarding and Prevention of Sexual Exploitation and Abuse (PSEA) policy and all employees must complete an e-learning course on DCA’s code of conduct that specifically educates on the issues mentioned in these policies. Also, some countries reported an increased awareness among beneficiaries about DCA’s complaint mechanism and how to lodge a complaint. Finally, through the complaints mechanism, 5 instances of sexual misconduct (harassment, exploitation or abuse) and 7 cases of potential corruption were identified, which allowed DCA to take appropriate action, provide learning to prevent similar situations in the future and, in some of the corruption cases, reclaim funds.

Aside from the complaints mechanism and its related policies, DCA has also adopted a Human Rights Policy which was approved by the DCA’s board in late 2018. This policy outlines DCA’s organisational commitments to respect human rights in all operations, engagements, relations and mechanisms, clarifies DCA’s expectations of partners, employees, and business relations. Examples of such key implementation mechanisms are DCA’s Code of Conduct, principles of engagement with the private sector, and capacity building programmes for staff, partners and other stakeholders.

Regarding the implementation of the General Data Protection Regulation (GDPR), a task force has been set up in 2018 to ensure that European Union’s (EU) data protection principles were adhered to for private donors and volunteers. To this end, a new Privacy Policy was developed. Furthermore, DCA’s compliance manager has been tasked to work on processes and procedures that should ensure that data of beneficiaries is adequately protected in the countries where DCA is active.

09.2 Monitoring and Evaluation

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

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

DCA has committed to working on two monitoring, evaluation, accountability and learning (MEAL) related objectives during the strategic period. The first will be prioritised from 2019 onwards as a mandatory requirement for all DCA programmes, with a view to establishing improved practice for basic monitoring and evaluation (M&E) through clear definition and measurement of indicators at output and outcome level. The second objective will be prioritised later in the strategic period and seeks to establish a more strategic focus on M&E to support learning objectives, closely linked to DCA’s increasing use of theory of change (TOC) analysis to support programme and project design and management. 7 DCA offices have committed to engaging with this initiative during the strategic period.

During 2018, DCA made tentative steps towards these objectives. This was primarily in terms of establishing greater capacity to facilitate an enabling environment. A MEAL advisor was recruited to lead establishment of MEAL capacity and practice in May 2018. This will be facilitated through a technical support function established in Copenhagen and community of practice to optimise use of knowledge and expertise across the organisation. A global results framework (GRF) has also been developed in late 2018, linked to the organisational ambitions to improve outcome tracking and to track implementation of DCA’s international strategy. The GRF, which is in the early stages of rollout after being widely promoted across the organisation, is intended to help establish a core framework of key outcome indicators (KOI), which will establish coordinated outcome measurement practice and contribute to organisational knowledge management of performance. The relevance of the indicators has been tested through the global annual reporting exercise, and
this will be used as the basis for refining the framework during 2019, developing guidance, and promoting adoption across the organisation. Several country offices (COs) are already adopting the GRF by aligning their country programme framework and inserting the indicators into project MEAL systems.

The trend towards greater emphasis on MEAL is mirrored in DCA country programmes (CPs), where MEAL capacity and practice varies considerably. A noticeable trend is the establishment of specialist MEAL roles in CO teams. In 2018, both DCA CAR and DCA Myanmar established such roles, and in 2019, COs South Sudan, Ethiopia, Bangladesh, Iraq are set to follow suit. Some COs are well established with basic MEAL functions, including log frame, indicator measurement and use of DCA’s mobile data collection technology, Magpi. For many others, indicator tracking is limited to output measurement through tracker tools, but some clearly have outcome measurement practice well established through clearly established survey practices and pragmatic use of secondary data. For others there is a commitment to revise and improve these practices during the strategic period.

09.3 Security and Risk Management
09.3.1 ANTI-TERRORISM POLICY
In 2018, DCA started the process to develop a framework to comply with donor requirements regarding anti-terrorism measures. A draft was made for DCA’s Anti-Terrorism policy and its new procedures are expected to be implemented by the end of 2019.

09.3.2 SECURITY MANAGEMENT
Overall the security threats to DCA slightly increased in 2018 with increased activities in countries and locations with higher threat levels, and enhanced assessments and reporting by country teams. DCA continued to operate with high levels of awareness in most areas of intervention, enabling timely and effective security management safeguarding DCA staff, assets and reputation. Along with other humanitarian actors, DCA was also faced with the challenge of ‘fake news’ with the publication of misleading articles on online platforms by those who are hostile to DCA’s presence and mandate in some specific countries.

FIGURE 9.1 NUMBER OF SECURITY INCIDENTS REPORTED (SIR) REPORTED THROUGH DCA’s SIR MECHANISM.
The type of incidents impacting DCA staff’s safety has been and remains, as for the humanitarian community at large, Road Traffic Accidents (RTAs). 5 notable incidents were reported with several requiring medical treatment and hospitalisation and no fatalities. This demonstrates that DCA as an organisation, and our managers, must continue focus on driver training, the road worthiness of vehicles owned or rented, and with strict enforcement of policies. Policies should in in place for wearing of seatbelts, not speeding, the provision of first aid kits in vehicles, training of staff on effective response, robust medical evacuation plans, and limiting movement outside of hours with daylight. This to ensure that DCA takes every reasonable step towards mitigating this, to some extent, unavoidable threat as a part of DCA’s duty of care. More than 50% of all reported causalities and severe injuries to the humanitarian community stem from RTAs.

Theft and robberies reported, while not at alarming rates compared to similar non-governmental organisations (NGOs), continue to burden DCA’s administrative systems by both adding work to replenish assets and contributing to some extent to negative work environments. In 2018, DCA made significant strides towards further strengthening of preparation levels for all staff and managers to more effectively meet the challenges faced while working in or traveling to DCA’s mission countries. This has been achieved through requirements for DCA’s high-risk countries: Hostile Environment Awareness Trainings (HEAT), roadmaps for implementation, and a success rate and a system for derogation of said requirements. DCA held its first workshop for Security Focal Points (SFPs) along with DCA Security Access Managers (SAMs) from...
selected countries in Amman, enhancing their support to teams through better understanding of DCA Security Policy and Manuals. At the end of 2018, DCA and Learning Lab developed an application (App) for smartphones to enable more user-friendly reporting on security incidents, real-time generation of statistics of incidents impacting DCA, learning components, and emergency contacts available on Stay Safe (the App entered a trial phase in the first half of 2019 and is expected to be rolled out across the organisation in the 2nd half of 2019).

09.3.3 RISK MANAGEMENT

All of DCA’s COs have a risk management matrix which is updated annually. Each department at DCA HQ also revises its risk management matrix on an annual basis and reports on any incidents or developments that have occurred during the last year. A risk management report is presented to the DCA Board every year in October.

In Libya, DCA has continued to build a relationship and maintain a high-level acceptance at local level, whilst always maintaining neutrality through key contacts and staff who have good relationships with local authorities. Teams conduct continuous community liaising activities in affected areas and have strong ties with these communities to ensure that items are reported and that communities are aware of reporting processes. By training members from local communities, DCA instills trust and can gather highly-accurate data through community input. By keeping a low profile and having recognised community members take the lead in project implementation, DCA Libya maintains acceptance on all levels of work.

Special focus has been put on integrating DCA teams with the local community to establish a good relationship, enabling a fruitful working environment for future operations and taskings within Benghazi, Sirte and the surrounding areas. With help of communities, the clearance teams can gather information and support to ensure that the community and population can safely reenter their homes, work on the land, and reestablish businesses and infrastructure.

In Libya, DCA mitigates risks through a flexible project model. Robust security monitoring and reporting practices will be adhered to during the project.

DCA incorporates the volatile security environment into the project planning phase and is able to work through a combination of direct implementation as well as remote project management. In 2018 there was no necessity to adjust the risk management matrix or contingency planning.

Uganda reported that two new risks occurred during 2018, namely the lack of funding for the Comprehensive Refugee Response Framework (CRRF)-DCA programmes, which lead to violent protests by refugees and local communities and disruption of programmes, and the uncertainty over the upcoming 2021 general elections, which could spark unrest and violence and lead to a humanitarian crisis and disruption of DCA’s programmes.

There were also changes in severity on a number of existing risks. For examples, the likelihood of the occurrence of the risk of fraud and misuse of funds by partners was revised from 2 to 3, and the overall severity of the risk from 6 to 9 due to increased incidents in 2018; the severity of the risk for the upcoming election revised from 4 to 6. The likelihood of the risk of continued refugee influx and fragility of neighboring states, leading to more conflict with host communities and general instability in Uganda, was revised from 2 to 1, and the overall severity of the risk revised from 6 to 3. This was because regional conflicts did not escalate in both Democratic Republic of Congo and South Sudan as had been feared.