

# NORAD

RESULTS 2016-2019

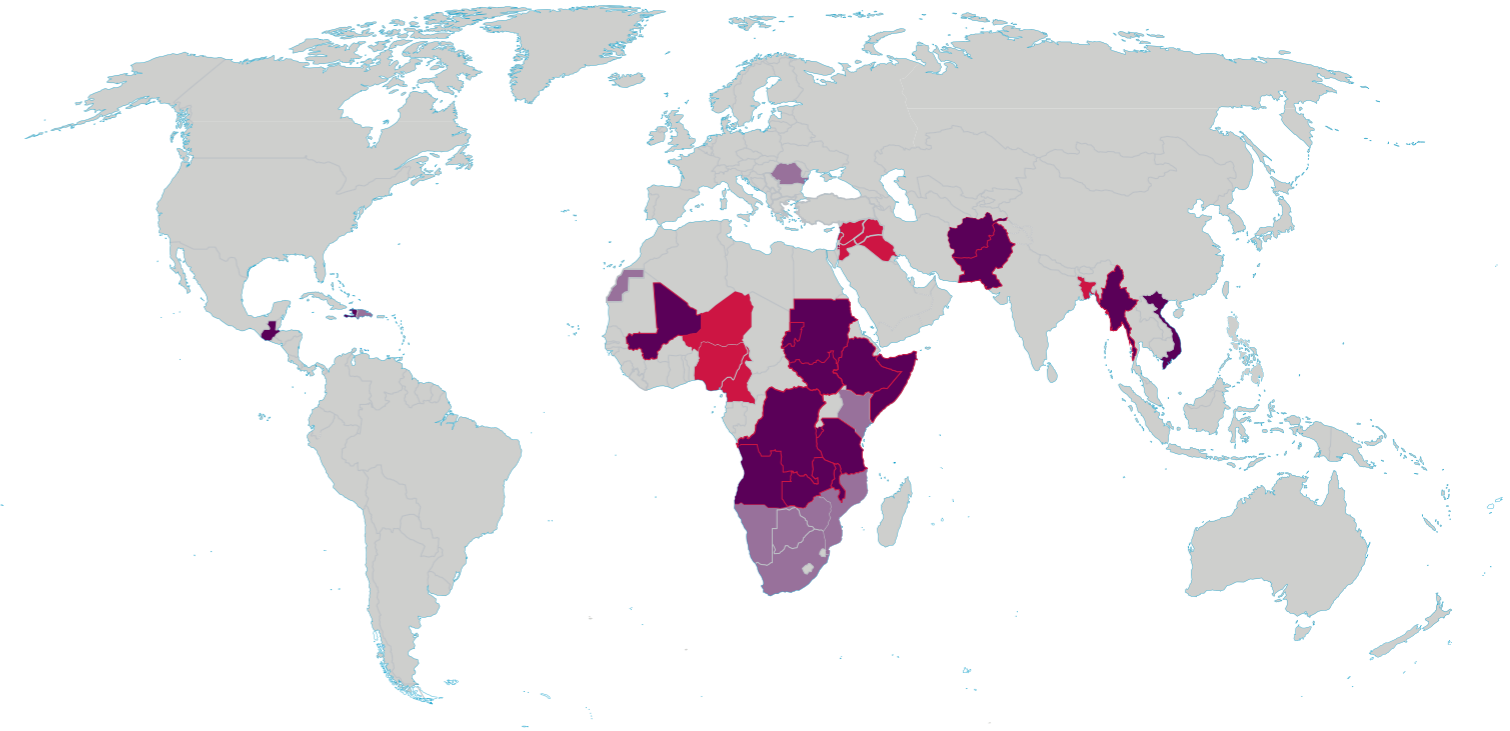


NORWEGIAN CHURCH AID  
actalliance



# 1. INTRODUCTION

## 1.1 Where We Work



## CONTENTS

- 1. INTRODUCTION** ..... 3
  - 1.1 Where We Work ..... 4
  - 1.2 Outlook from the General Secretary ..... 5
  - 1.3 Executive Summary ..... 6
  - 1.4 NCA at a Glance – Who We Are ..... 6
  - 1.5 Value for Money - NCA in Numbers ..... 6
- 2. GLOBAL PROGRAMMES** ..... 8
  - 2.1 Peacebuilding ..... 8
  - 2.2 Gender-based Violence and Reproductive Health ..... 12
    - 2.2.1 Gender-based Violence ..... 12
    - 2.2.2 Reproductive Health ..... 16
  - 2.3 Economic Empowerment ..... 20
  - 2.4 Climate Resilience ..... 24
  - 2.5 Water, Sanitation and Hygiene (WASH) ..... 27
  - 2.6 Resource Governance ..... 34
- 3. PARTNERSHIPS FOR CHANGE** ..... 40
- 4. PROGRAMME QUALITY AT NCA** ..... 44
  - 4.1 Cross-Cutting Agendas ..... 44
  - 4.2 Accountability ..... 45
  - 4.3 Monitoring and evaluation ..... 45
- 5. HUMANITARIAN RESPONSE** ..... 48

Front page photo: Håvard Bjelland

### People reached



## 1.2 Outlook from the General Secretary

As of June 2019, I am well over a year into the position as Norwegian Church Aid's General Secretary. During this time I have had the privilege to visit many of NCA's projects and meet dedicated staff and partners. The human resources and networks represent to me a unique added value for NCA to achieve positive change in very challenging contexts.

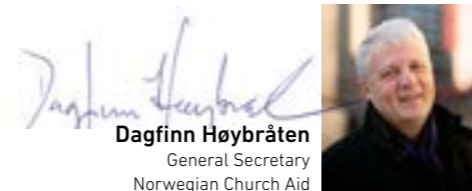
The scale and depth of the results achieved during this cooperation agreement with Norad are truly admirable. With this I feel that NCA has made a valuable contribution to the SDG agenda. During these four years our long-term development work have impacted lives of people in over 30 countries.

Water, sanitation and hygiene (WASH) remains NCA's biggest thematic area, both in our humanitarian and our long-term work. During 2016-2019 more than 7.3 million people received access to safe water supply. In the same period more than 1.7 million women, men, boys and girls experienced improvements in their sanitation facilities both in schools and at household level.

Together with our civil society partners we are able to organize and mobilize people to take action to improve the living conditions of their families and community members through increased profitable economic activities and climate smart agriculture. During this period, we also see how a strengthened civil society in many contexts can play a pivotal role in advocating for structural changes. In particular faith-based actors continue to be a constructive force be it holding authorities to account, mitigating conflicts or addressing dominant social norms and harmful practices.

During this period NCA also grew in terms of resources and was able to diversify its funding considerably. Still Norad remains NCA's largest donor, and I am very satisfied that we have reached a record high agreement for the next five years enabling NCA and our partners to keep working together for a just world.

As of writing a global pandemic affects societies across the world, and challenges NCA to intensify its humanitarian response and in many areas adapt our programmatic work. The results, lessons and innovative solutions witnessed during 2016-2019 leaves me confident that NCA is entering its new Programme Framework well placed to reach our strategic goals: To save lives and seek justice.



## 1.3 Executive Summary

Norad Results Report 2019 focuses on results from NCA's international programmes, as it relates to NCA's global strategy Faith in Action, the 2016-2020 Programme Plan, and the 2016-2019 co-operation agreement QZA-15/0477 with The Norwegian Agency for Development Cooperation (NORAD). The report covers all NCA's activities regardless of funding source and aims to provide a representative picture of the results NCA has achieved with the resources available. As a final result report, the content covers all four years with attention to results achieved in 2019.

In 2019, NCA's turnover was NOK 1018 million, making the total for the whole period approx. NOK 3.77 billion. Norad remains NCA's single largest donor, though NCA continues to diversify its funding sources, decreasing Norwegian donor relative share. For 2019, 24.8% (NOK 253 million) of NCA's annual turnover was from non-Norwegian grants, compared to 18.3% the year before and against a 14.8% baseline (2015). At the end of 2019, NCA managed two regional offices, and 13 country representations with humanitarian and longterm interventions. In addition, NCA conducted two humanitarian operations in Nigeria and Bangladesh. NCA also has a presence in an additional four countries through joint offices led by other Action by Churches Together (ACT) Alliance members.

### Change at Scale

Between 2016 and 2019, NCA and partners work produced positive development outcomes and impact at scale. NCA's holistic approach impacted the health situation of communities in diverse contexts as 7.3 million people accessed safe water supply, 1.7 million people benefited from enhanced sanitary facilities, and more than 416,000 children under five received quality health care. With the support of NCA and partners, more than 4,200 women and men engaged actively and successfully holding governments accountable and ensuring the realization of various rural public health and educational goods.

For NCA, change at scale includes the most poor and marginalised, with a particular focus on women and youth rights and needs. By engaging actors with legitimacy and influence, NCA and partners were able to effectively address harmful dominant norms associated with gender-based violence. Within the same programme area, more than 120,000 women and children received specialised medical and psychosocial support and care. NCA and partners continued to play a constructive role in contexts prone to or driven by conflict. Over the four-year period, more than 3,100 conflicts were addressed or prevented in five different countries by peace-building structures supported by NCA. Through a marked oriented approach, NCA and partners were able to stimulate local economic growth as economically empowered women, men and youth established 39,300 micro- and small enterprises, boosting their income and food security. See Chapter 2 for a broader selection of results from NCA's [six global programmes achieved](#).

### Catalytic Partnerships

Partnering with civil society actors is instrumental to NCA's achievements. During the 2016-2019 programme period, strengthening Civil Society was a cross-cutting issue, addressed within each of the six global programmes. In 2019, the progress to increase the core partners' capacity as civil society actors continued, illustrated by a global evaluation with compelling evidence that NCA has a positive impact on strengthening its partners both at an organisational level and beyond. Partnering with faith-based actors in particular continues to add unique value to certain types of interventions where behavioural change is of importance.



## 1.4 NCA at a Glance – Who We Are

Norwegian Church Aid (NCA) is a diaconal organisation mandated by churches and Christian organisations in Norway to work with people round the world to eradicate poverty and injustice.

NCA provides humanitarian assistance and works for longterm development. NCA works where needs are greatest, with no intention of influencing people's religious affiliation. Through decades of work in varying contexts, NCA has developed partnerships and positive experiences together with people and organisations rooted in diverse religions and beliefs. In order to address the root causes of poverty, NCA and its partners advocate for just decisions by public authorities, businesses and religious leaders. Through these various working approaches, NCA contributes to the implementation of Sustainable Development Goals (SDGs).

Committed to international ecumenical co-operation and development effectiveness, NCA is affiliated with the World Council of Churches and is a member of the ACT Alliance. The ACT Alliance is a coalition of churches and affiliated organisations working in over 140 countries. It was founded in 2010 to increase impact, co-ordination and learning among its members and to avoid duplication.

2019 was the final year of NCA's 2016-2019 cooperation agreement with the Norwegian Agency for Development Cooperation (Norad). In looking back at NCA's experience over the agreement period, key lessons learned were identified from the implementation of NCA's global strategy, Faith in Action. NCA's strategy envisions two longterm goals: Save Lives and Seek Justice, and NCA's faith-based partners have a particular responsibility and potential to contribute towards achieving these goals. The results that NCA has achieved together with its partners during the reporting period have inspired the new programme framework for 2020-2030, and a selection of results and lessons learned are presented in Chapter 2 below.

NCA implements programmes through civil society organisations that promote human rights and deliver crucial services to marginalised groups. NCA also develops the capacity of these organisations through programme implementation and targeted capacity development initiatives. This partnership approach ensures the sustainability, greater impact and contextual relevance of NCA's programmes. NCA also supports the efforts of its partners to open up political space for citizen engagement in governance and to use existing room to hold governments accountable to their constituencies.

## 1.5 Value for Money - NCA in Numbers

### Cost efficiency

During 2016-2019, NCA's efforts to utilise resources to improve its impact has produced results. Guided by the key performance indicators (KPI) institutionalized in 2016, progress on NCA's cost-efficiency indicators continued in 2019.

### Partner portfolio reduced to 10-15 core partners per country programme.

In 2019, zero NCA country offices had more than 15 core partners. This was the same as in 2018, down from one in 2017.

### No projects with budgets under NOK 250,000.

Only five Norad funded projects were below this threshold in 2019, the same as in 2018, and compared to six in 2017 and 19 in 2016.

### Maximum of four finance staff per CO.

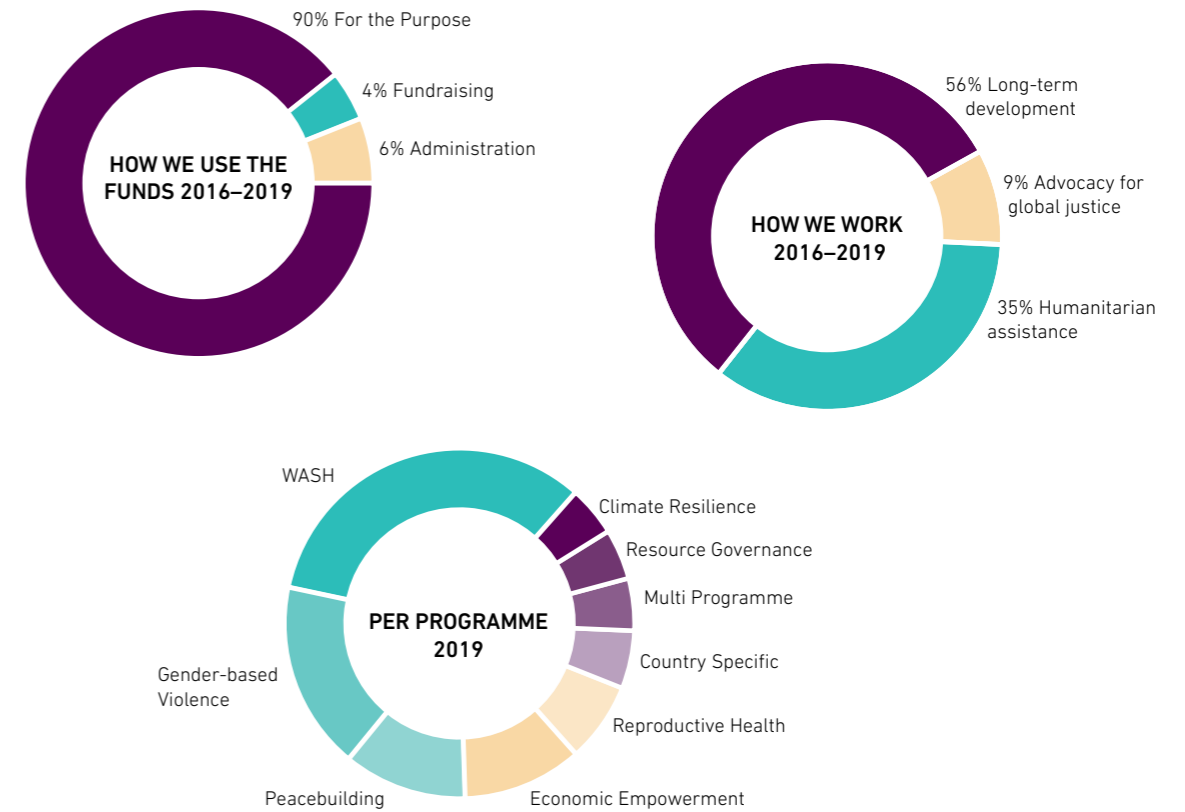
Most of NCA's country offices have achieved this.

### No more than 30% of a country office's Norad general grant can be used to finance the country office budget.

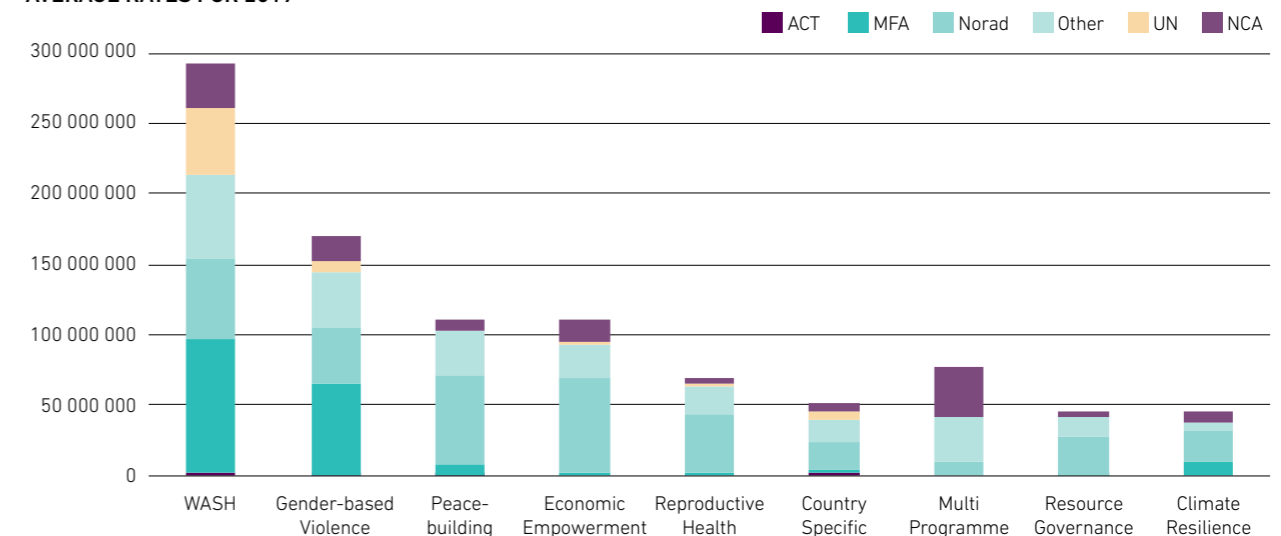
All but two of NCA's COs have achieved this, and this was the same as the year before

### Incoming resources

In 2019, NCA's turnover was NOK 1018 million, making the total for the whole period approx. NOK 3.77 billion. With a total grant of NOK 352 million in 2019, Norad remains NCA's biggest single donor. Despite a 12% decrease from 2018, a total grant of NOK 183 million Norwegian Ministry Affairs (MFA) continues to be NCA's second largest funder. Throughout the period, NCA continued to diversify its funding sources, in line with its commitment from 2016. For 2019, 24.8% (NOK 253 million) of NCA's annual turnover came from non-Norwegian grants, compared to 18.3% last year and against a 14.8% baseline (2015). With NOK 168 million (up 4% from 2018), funding from private donors represented approx. 16% of NCA's income.



SUM OF 2019 NOK CALCULATED WITH AVERAGE RATES FOR 2019





## 2. GLOBAL PROGRAMMES

### 2.1 Peacebuilding

#### Overall Goal:

The goal of the Peacebuilding Programme is for communities to enjoy increased levels of peace.

#### Countries contributing to goal:

Afghanistan, Mali, Palestine, Pakistan, Regional Peace Programme in Eastern Africa (RPP)<sup>1</sup> and South Sudan

#### Problem analysis:

Violence and fear of violence negatively influence a range of rights, and violent conflict is therefore a barrier to human development at all levels. Survivors of violence often suffer long-term physical and psychological harm, whilst individuals and families living in conflict areas are forced to focus on organising their lives in order to avoid violence, rather than effectively improve their living conditions. Access to basic services, sustainable livelihoods and formal and informal justice tend to decrease during violent conflict, as do freedom of expression and people's mobility and ability to organise and participate as active citizens. Local structures that normally prevent and manage conflict are often overwhelmed, due to the intensity of the conflict.

**Outcome 1:** Social groups experienced more constructive inter- and intragroup relations

Status	No. of countries	Names of Countries
<b>Achieved</b>	4	Afghanistan, NCA RPP, Palestine and Pakistan
<b>Partially Achieved</b>	0	
<b>Not Achieved</b>	0	

NCA increased constructive interaction among people of different faiths, ages and ethnic origins. Religious actors contributed greatly to this. For example, in **Afghanistan**, where dialogues with Muslim conflict stakeholders concerning co-existence from an Islamic perspective resulted in 24 members of Afghan opposition groups joining the peace process and celebrating the International Day of Peace together with people from all religious

sects. In **Burundi**, NCA supported an interfaith platform that resulted in the signature of an interfaith plan for Peace in Burundi. In **Pakistan**, 180 NCA-supported mosque leaders promoted interfaith harmony in their sermons, resulting in a radical decrease in the number of reports and complaints regarding hate speeches.

NCA also brought together youth belonging to various ethnic and religious groups in **Afghanistan, Ethiopia, Mali, Pakistan, Tanzania and Uganda**. To tackle youth radicalisation in those countries, NCA established 132 spaces (cubs, events, projects, etc.) where they interacted and attempted to understand each other, resulting in an improvement in their communication, relationship building, leadership, problem-solving, and conflict resolution abilities. Approximately 12,000 **Pakistani** students showed, in a quiz competition, a positive change in their nonviolent behaviour.

**Outcome 2:** Inclusive, gender sensitive peacebuilding structures and mechanisms prevented and transformed conflicts

Status	No. of countries	Names of Countries
<b>Achieved</b>	5	Afghanistan, Palestine, Mali, Pakistan and South Sudan
<b>Partially Achieved</b>	1	NCA RPP
<b>Not Achieved</b>	0	

NCA strengthened over 127 peacebuilding structures as indigenous mechanisms for conflict transformation and prevention. NCA addressed, as a priority, the lack of inclusivity in traditional conflict resolution mechanisms. Increasing the participation of women, youth and minority groups improved the effectiveness of peacebuilding structures in **Afghanistan, Mali and Pakistan** as well as their acceptance by the communities involved.

The recognition of the peacebuilding structures' importance by the communities concerned is evidenced by their self-financing both in **Afghanistan and Mali**, where communities saved some of their scarce resources to ensure peace dialogues and meetings. As a result, the number of reported intra- and inter-community conflicts has decreased, and the number of cases with regard to

supported structures has increased notably (450% increase in both countries, compared to 2015).

In addition to the local structures, NCA supported regional ones for the prevention and transformation of conflict. Religious leaders under the Eastern Africa programme undertook 14 missions, where they contributed to ease tensions, strengthened interfaith relations, and advocated for peaceful political transitions ahead of elections in **DRC and Burundi**, but also with the political transition in **Sudan**.

**Outcome 3:** Local actors contributed to create, reform or better implement laws, agreements, policies or institutions addressing key driving factors of conflict

Status	No. of countries	Names of Countries
<b>Achieved</b>	4	NCA RPP, Palestine, Pakistan and South Sudan
<b>Partially Achieved</b>	1	Mali
<b>Not Achieved</b>	1	Afghanistan <sup>2</sup>

As a result of NCA's intervention, civil society has engaged with duty bearers (National and local governments, regional entities and UN agencies) concerning drivers of conflict such as the inclusion of women and youth, transparent political processes, governance of natural resources, and the prevention of radicalisation.

In **Pakistan**, duty bearers were mobilized in the development of three new policies/laws designed to improve relations between minority and majority communities. The government of Punjab approved the "Minorities Empowerment Package", committed to increase job quotas for religious minorities in educational institutions and to return lands belonging to religious minorities taken over by the 'land mafia'. Secondly, notification for Rules of Business (ROB) of the Sindh Hindu Marriage Registration Act 2016 were developed and circulated among the district offices in Sindh. Finally, the Sindh Police Department allocated 119 posts for the members of minority communities.

WCC- EAPPI has done targeted advocacy at the EU level. The EU lobby week took place in Brussels 9-12 December 2019 with the participation of ten former Ecumenical Accompaniers 2 NCA Af-

ghanistan did not implement any activities under this outcome due to funding cuts, but did engage in advocacy in their work under the other outcomes in the peacebuilding programme. from Austria, the Czech Republic, France, Germany, Great Britain, The Netherlands, Poland and Sweden.

A total of 76 meetings were held with 110 EU officials of which 51 meetings produced some kind of immediate or direct response (67%). At the local level, also, NCA contributed to more inclusive policies through the elaboration of « local development plans » in 53 communities in northern Mali, in concert with marginalised populations. These policies were agreed by the parties to apply to existing local conflicts in order to prevent violence and fairly manage natural resources, such as pastures and wells.

**Outcome 4:** Women's participation in peacebuilding processes increased

Status	No. of countries	Names of Countries
<b>Achieved</b>	6	Afghanistan, Mali, NCA RPP, Palestine, Pakistan and South Sudan
<b>Partially Achieved</b>	0	
<b>Not Achieved</b>	0	

Women in targeted areas were disempowered from peacebuilding due to cultural norms. In all targeted countries, NCA's work resulted in an increase of the number of women members of local peacebuilding structures, and of those occupying a leadership position (eight female presidents in **Mali** at the end of the period). A total of 78% of targeted women in **Mali** and 70% in **Pakistan** report that they are 'satisfied' with their influence in decision-making -- a significant increase in Pakistan compared with the 23% baseline from 2015. In addition, evidence suggests that this participation paved the way for women to express ideas, enjoy further rights, and be involved in decision-making in their communities. For example, some **Pakistani** women took a stand on behalf of their right to inheritance following their training.

133 female peacebuilding structures have been created in **Mali and Afghanistan**, allowing women to address conflicts specifically affecting them. Their role and contribution have become well-recognized by their communities. In **Afghanistan** alone,

<sup>1</sup> Covering 12 countries: Burundi, Djibouti, DRC, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan, Tanzania and Uganda.

<sup>2</sup> NCA Afghanistan did not implement any activities under this outcome due to funding cuts, but did engage in advocacy in their work under the other outcomes in the peacebuilding programme.



women-based structures analysed 252 local conflicts and developed 106 action plans to address them. A total of 128 female peacebuilders also raised their voices in meetings with the government, in the ongoing NORAD RAPPORT 9 peace negotiations between the Taliban and the USA, calling for gender-inclusive intra-Afghan peace negotiation.

Women supported by NCA led the establishment and coordination of the 'North and South Kivu Religious Leaders Electoral Dispute Working Group' in **DRC** and the civil society group of the Arusha peace talks in **Burundi**. Women members of **Pakistan** peacebuilding structures are now members of Government committees, such as the harassment committee under the provincial ombudsperson and the election Commission of Pakistan.

#### Key innovations from the programme area

Achieving a high level of participation of women in peacebuilding and decision-making in some contexts such as **Afghanistan and Mali** required NCA to innovate for example, by developing campaigns specifically designed for religious leaders, based on religious scriptures or creating female-only peacebuilding structures, dealing with conflicts that are perceived as more important for women.

Furthermore, deterioration of the security situation in some areas like northern **Mali** led to NCA's peacebuilding structures filling spaces left empty by the absence of state institutions in particular by the judicial system. This required NCA to start linking its peacebuilding structures to state structures, where they existed to ensure the legitimacy of decisions and agreements. In **Pakistan**, 6 District Level Peace Shuras obtained registration with the Ministry of Justice and started undertaking the activities under its supervision. Also in **Pakistan**, NCA-supported peace structures have involved the local Police Department in dealing

with cases of a legal/criminal nature.

Finally, to fight root causes of violence, NCA has mobilized key duty bearers to develop policies/laws for the benefit of the most marginalised. However, activism for the rights of the most vulnerable is often against the interests of the powerful and is seen with suspicion by some segments of society and state authorities, resulting in increased violence and conflict. NCA adopted innovative approaches to navigate this apparent contradiction and combine advocacy and peacebuilding, which are often perceived as opposite fields. For example, NCA addressed key issues of marginalised minority communities by associating them with other NCA programmes such as sanitary work in **Pakistan**, economic empowerment in **Burundi**, or GBV in **DRC**.

#### Lessons learned and adaptation

Due to the absence of the state in conflict-affected areas in northern **Mali**, NCA could not influence the local development plans as expected. Instead, local peacebuilding structures provided an alternative space for local governance in the absence of the state. For example, the agreements reached after mediation processes resulted in drafting and approving inter- and intracommunity plans on various issues like land and resource management, public services, etc. This allowed NCA to achieve its objective of creating better policies addressing the root causes of conflict, such as inequality and discrimination.

Also, during the programme implementation, NCA noticed that lack of basic literacy was a big challenge for inclusion in conflict transformation of the most vulnerable and, in particular, of women. Hence, in **Mali**, NCA implemented the REFLECT method for literacy, articulating social cohesion messages with gender equality.



#### Impact Story

##### Faith Leaders prevent and counter violent extremism among youth

**What:** Dr Abdalla Kheri organised the community of Old Town, Mombasa, into 'interest groups' and engaged with youth to use Facebook and moderate discussions. Community members kept on sharing messages of violence and prejudice on Facebook. However, Dr Kheri was able to provide sober responses to issues and therefore began to gain online confidence from the youth and in that way prevent radicalisation and extremism among them. Dr Kheri also mediated between the youth and the Imams and Sheikhs, which gave young people access to moderate religious narratives as an alternative to those of extremists. The outcome was improved relations between youth at risk of radicalisation, authorities and security agencies, whose approach used to be heavy-handed and suspicious of young people. Religious actors were able to convene joint dialogue forums and improve feedback channels, therefore reducing suspicion and animosity, which are key to preventing conflicts. According to witnesses, this strategy has been more effective than providing amnesty to surrendered youths. Groups initiated under this initiative provided a needed broker between young people and the government.

**Why:** Significant portions of Eastern Africa live amidst armed conflicts, crime, extremism, political instability and socioeconomic crisis. Religious leaders' outreach has significant potential for transformation, but they are ill-prepared for the task, or lack necessary resources and networks to make them effective interveners in a conflict context.

**How:** This impact was the result of NCA- and African Council of Religious Leaders-Religions for Peace-sustained support to religious leaders in the region, starting with a workshop on August 2017 on preventing/countering violent extremism. A total of 19 leaders from Ethiopia, Kenya, Uganda and Tanzania learned about early signs of radicalisation, drivers of radicalisation and violent extremism, and the misuse of religion; as well as the positive role that religion can play in addressing radicalisation and violent extremism. The project, funded solely by NCA with USD 19,790, escorted the religious leaders through practical exercises, for example, to learn how to map and measure radicalisation and violent extremism.



## 2.2 Gender-based Violence and Reproductive Health

### 2.2.1 Gender-based Violence

The goal of the Gender-based Violence (GBV)<sup>3</sup> programme is for all women and girls to live lives free from all forms of violence. NCA has focused on addressing intimate partner violence, sexual violence, Female Genital Mutilation/Cutting (FGM/C)<sup>4</sup>, Child, Early and Forced Marriage (CEFM), and sexual exploitation and abuse. The programme's ambitions align with multiple SDGs, and SDG 5 in particular.

#### Countries contributing to goal:

Burundi<sup>5</sup>, DRC, Ethiopia, Guatemala, Malawi, Mali, Myanmar, Pakistan, Palestine, Russia, Somalia, South Sudan, Zambia.

#### Problem analysis:

GBV continues to be a leading cause of death and disability in women of all ages.<sup>6</sup> Violence due to gender affects women at all stages of life, from son preference, to CEFM, FGM/C, sexual violence, and rape. GBV, whether occurring at home or in society, hinders the enjoyment of a range of human rights. It is a barrier to women's equal right to participation, citizenship, access to and control over resources, livelihood and to gender equality.

**Outcome 1:** Dominant social norms protected girls and women from GBV

Status	No. of countries	Names of Countries
Achieved	5	DRC, Guatemala, Malawi, Mali, Myanmar, Pakistan, Somalia, South Sudan, Zambia
Partially Achieved	0	
Not Achieved	0	

During the period 2016-2019, this outcome focused on changing social norms in order to reduce instances of GBV. While there is considerable progress, gender inequality remains, and NCA will continue to work on this issue during the next agreement period.

In **DRC**, both men and women, but women in particular, perceived that there was significantly less domestic violence occurring in their community at the end of the programme period. This dropped from 56% to 38% for men and from 74.7% to 41% for women. Perceived incidence of GBV is lower, with two-thirds of both men and women saying it "never happens", which is an 18% improvement to the baseline figures. Acceptance of GBV behaviours are significantly lower as well. Men had more accepting attitudes towards GBV at the start of the programme, but now have equally non-accepting attitudes as compared to women.

In **Somalia**, 220 faith actors were mobilised to support awareness-raising activities aimed at changing harmful norms. This mobilisation of religious leaders marks a positive change towards moving closer to a society free from harmful norms, by engaging actors with legitimacy and influence. Of the religious leaders that were mobilised, about 50% actively challenged social norms and myths related to GBV and women's participation and engagement in development processes.

**Outcome 2:** Communities and faith actors committed to end Female Genital Mutilation/Cutting (FGM/C) and Child, Early and Forced Marriage (CEFM)

Status	No. of countries	Names of Countries
Achieved	2	Ethiopia, Mali
Partially Achieved	1	Somalia
Not Achieved	0	

During the period 2016-2019, this outcome focused on ending the practice of FGM/C and CEFM.

In **Mali**, the number of municipalities, communities and religious leaders who have reached the stage of signing a contract and making public declarations on the abandonment of FGM/C and CEFM has increased from 4 to 206 in the regions of Mopti and Kidal. The number of villages that have signed conventions to end FGM/C and CEFM has risen from 137 in 2016 to 728 in 2019 in the Tombouctou region. The prevalence of CEFM declined from 37% to 30%, while FGM/C decreased from 42% to 27%. These are changes with societal effects for the positive development and advancement of girls and women, including health, education and general well-being.

In **Ethiopia**, prior to the intervention, the average FGM/C prevalence rate was 65% in the target regions, where GBV was also highly prevalent. Only 2-3% of survivors sought legal and medical assistance due to stigma, weak law enforcement and limited access to services. The overall target was to reduce FGM/C among girls (0-18) in all programme intervention areas by 40% by 2020. The results of a mid-term review, combined with monitoring and an internal review of progress by partners showed that as a result of the interventions, the incidence of FGM/C was reduced by 33 percentage points in the intervention areas, a considerable achievement towards ending this harmful practice.

**Outcome 3:** Laws, policies and budgets to end GBV improved and implemented

Status	No. of countries	Names of Countries
Achieved	7	DRC, Mali, Myanmar, Pakistan, Palestine, South Sudan, Zambia
Partially Achieved	2	Malawi, Somalia
Not Achieved	0	

During the period 2016-2019, this outcome focused on improving the implementation and awareness of laws.

In **Malawi**, the creation of a functional policy and legal environment has been crucial in doing away with all forms of violence against women and girls. NCA supported the government in conducting capacity-building amongst law enforcement (police, immigration and judiciary) in the handling of GBV cases, and setting up local mechanisms to combat trafficking and child labour, which has resulted in better implementation of the law. Capacity building of law enforcement staff, combined with awareness-raising within the communities, has led to 41 out of 45 (91%) of

registered GBV and human trafficking cases in programme locations being re-reported to law enforcement authorities.

In **Myanmar**, based on a client satisfaction analysis, 90% of clients were strongly satisfied with legal aid services, such as services for vulnerable women, handling of cases, and legal advice. In total 99% of the clients were satisfied with the final orders from the court. The programme also distributed legal handbooks to raise awareness on women's rights entitled 'Key Laws Impacting Women', which covers relevant laws, explanations in simple language, and information for seeking legal aid services. NCA's partner is involved in the drafting of the Protection and Prevention of Violence against Women bill at the national level, and has co-operated on this with state and non-state actors since 2016.

**Outcome 4:** Women and girl GBV survivors safely accessed adequate and appropriate support services

Status	No. of countries	Names of Countries
Achieved	9	DRC, Ethiopia, Guatemala, Pakistan, Palestine, Malawi, Myanmar, Somalia, South Sudan, Zambia
Partially Achieved	0	
Not Achieved	0	

During the period 2016-2019, this outcome focused on providing psycho-social, medical, economical and legal support services to GBV survivors.

As a result of **Zambia's** awareness raising on GBV and available services, there was increased reporting of GBV cases, with survivors receiving adequate and appropriate support. NCA strengthened the capacity of 48 women and 42 men as service providers who were medical personnel and prosecutors from the National Prosecution Authority. This resulted in improved care for survivors as well as access to justice. NCA strengthened the capacity of 834 psycho-social support counsellors, which combined with awareness-raising on rights among the target groups, resulted in a total of 4,303 GBV survivors accessing legal services through the paralegal programme, while 2,525 survivors accessed first level psycho-social support services at the community level. Approximately 54% of registered GBV cases were processed by health care providers, psycho-social support counsellors, and paralegals.

<sup>3</sup> Gender Based Violence is an umbrella term for any harmful act that is perpetuated against a person's will and that is based on socially ascribed gender differences, like power inequalities between men and women. WHO 2017, <https://www.who.int/en/news-room/fact-sheets/detail/violence-against-women>

<sup>4</sup> Female Genital Mutilation/Cutting includes procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons. FGM/C has no health benefits and is harmful to girls and women in a number of ways.; WHO 2017, <https://www.who.int/en/news-room/fact-sheets/detail/violence-against-women>.

<sup>5</sup> Burundi phased out their GBV programme over the course of the agreement period, and is therefore not included in the outcome presentation.

<sup>6</sup> <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>



**Outcome 5:** Women's participation in decision-making processes increased

Status	No. of countries	Names of Countries
Achieved	4	Guatemala, DRC, Pakistan, Zambia
Partially Achieved	0	
Not Achieved	0	

During the period 2016-2019, this outcome focused on enhancing gender equality through increasing women's participation and decision-making within communities, and through improved laws and equal enjoyment of rights.

In **Pakistan**, NCA and its partners facilitated the issuance of Computerized National Identity Cards (CNICs), for 332 individuals in 2019 (220 women and 102 men). CNIC cards are mandatory to exercise the right to open a bank account, travel, register a marriage and to vote, etc. Previously, access for women to CNIC cards was difficult and limited due to resistance from men and the lack of information about the registration process. Through community dialogue, NCA and its partners created greater acceptance among men and provided women with the information necessary to access these cards.

In **DRC**, the programme has documented reductions in the percentage of respondents who reported women 'never' being involved in community level decision-making (men 13%; women 17%). The programme has been extremely successful at increasing female involvement in community meetings, looking at the quantitative reporting of perceptions in this regard. Men (52%) and women (47%) increasingly responded 'Yes, usually' when asked whether women were involved in community meetings. Interestingly, men seem to perceive women being involved more often than women themselves, which may indicate a positive change in male attitudes towards women's participation or differing perceptions of what 'participation' means (i.e. physical attendance versus proactive participation in discussions).

**Key innovations from the programme area**

The main innovation for the programme period that spread across the programme was a concerted effort to pursue integrated programming. Integrated programming means that a specific programme does not operate in a vacuum; rather, it is matched to a different type of programme to provide a holistic intervention addressing multiple needs in the same area, often

with greater impact.

In Somalia, GBV was paired with education support, providing safe spaces in schools for adolescent girls. Providing safe spaces for children to learn and discuss about harmful practices and other forms of GBV among other issues affecting them is important. Using child-friendly approaches in conversations makes their engagement and learning more meaningful. In addition, topics like GBV, FGM/C and CEFM should be introduced in schools as part of the curriculum or a life skills training package to equip children with knowledge, skills and values that are critical in life. In South Sudan, integrated programming linked the prevention of CEFM to initiatives in school encouraging girls' attendance as a contributing factor to delay the age of marriage.

In Malawi, integrated programming was pursued through linking trafficking of women and girls to the GBV programme. This was very successful and provided closer working relationships across sectors to pursue and prosecute across both intervention areas.

**Lessons Learned and Adaptation**

Given that one of the main reasons why FGM/C is practiced is to prepare girls for marriage, targeting men and boys and engaging them as change agents is seen as critical towards change, and has been part of the programme intervention since the start. During the mid-term review of the Somalia GBV programme, it was found that the level of awareness on the negative effects of FGM/C among young men was still low, with the majority supporting continuation of the practice. More concerted efforts towards continuous sensitisation and engaging them as role models for their peers has been crucial in moving forward and changing their awareness.

Government support and involvement in the programme is critical for community buy-in, ownership and sustainability. Transforming social norms that promote harmful practices and other forms of GBV is one of the government's key priorities in Somalia, hence the need (for the government) to allocate sufficient resources and lead towards the realization of this goal. It has therefore been critical for NCA to involve the relevant government ministries in planning, implementation and co-ordination in operational areas.

**The drive to transform harmful social norms gains momentum in Somalia**

**WHY:** Women and girls face extreme forms of violation in Somalia; common among them is Female Genital Mutilation/Cutting

(FGM/C). National statistics estimate that over 97% of girls aged 15 to 19 have undergone FGM/C. The joint Norwegian Church Aid/Save the Children programme contributed to the elimination of CEFM and all forms of FGM/C through engaging religious leaders among other key stakeholders.

**WHAT:** The programme focused on transforming dominant social norms to protect girls and women from FGM/C and CEFM, advocacy on legislation to end FGM/C and provision of medical and psycho-social support for survivors with complications. The programme was guided by a theory of change which envisioned engaging various actors such as religious leaders, community groups/networks, local authorities, government officials and community committees among others through sensitisation and engagement in various initiatives which would consequently result in supporting zero tolerance to FGM/C.

**HOW:** The joint project has achieved significant milestones towards the realization of the planned results.

Firstly, community members are now discussing the issue of FGM/C; a topic which was previously not discussed in public and was considered a taboo and a 'women's issue'. The programme has created safe spaces where religious leaders and community members (including men and youth) are publicly discussing the topic of FGM/C and it is in these spaces where change is happening. Children are gaining confidence to speak up and air their views concerning FGM/C and early marriage. From their own voices, they are calling for protection against FGM/C and an opportunity to go to school and enjoy their childhood.

Secondly, the mid-term review indicated that there is a high level of awareness among community members on the negative effects of FGM/C, particularly the impact on the health of women and girls. This has led to a shift in the type and nature of FGM/C practiced with the majority shifting from the 'severe type' of FGM/C (type III) to the 'less severe types' (type I and II). Whereas this shift was not the intended result planned by the project, it is a milestone towards the realisation of the overall objective, which is to eliminate all forms of FGM/C.

Thirdly, the mid-term review further indicated an improved health status of all survivors (women and girls) who were supported in accessing medical and psycho-social support and were economically empowered and running their own income generating activities during the reporting period. Muumina Ali Hassan from Garbahaarrey district, was married at the age of 14, and delivered her first child at the age of 16. This resulted in birth

complications including fistula, a debilitating condition that can result in medical and social complications. Through the project, NCA referred Muumina to Borama Hospital in Somaliland and supported her in undergoing restorative surgery in 2017. She was further provided with psycho-social support and equipped with business skills and a start-up grant to establish her own income generating activity. *'My life has changed. I thank NCA for supporting me. I am no longer in pain, and my business is doing well. I can now support my family,'* said Muumina. She is now well recovered and has become self-reliant through her business.





## 2.2.2 Reproductive Health

### Overall Goal:

The Reproductive Health Programme supports women and children's right to healthy lives free from harmful traditional practices and to access quality health services in their communities. The programme's ambitions align with those of SDGs three and five.

### Countries contributing to goal:

Ethiopia, Malawi, Mali, Palestine<sup>1</sup>, South Sudan, Sudan and Tanzania

### Problem analysis:

Each year, 5.3 million children under the age of five and 295,000 mothers die from causes we know how to prevent.<sup>2</sup> According to the WHO, countries need to allocate 10-15% of their national budgets to health to have a viable healthcare system.<sup>3</sup> African countries on average spend 1% of their national budgets on health but have some of the highest rates of disease. Access to healthcare is therefore an issue of good governance and economic justice. Sexual and reproductive health plays a critical role in social and economic development. As of 2017, an estimated 58 million women of reproductive age in Africa have an 'unmet need for contraception'<sup>4</sup> As a result, an estimated 21.6 million unintended pregnancies occur each year in Africa.<sup>5</sup>

**Outcome 1:** Women, men, girls and boys utilised maternal and neonatal health services

Status	No. of countries	Names of Countries
Achieved	3	Malawi, Sudan and Tanzania
Partially Achieved	0	
Not Achieved	0	

For the period 2016-2019, this outcome focused on increasing access to and use of specific health services.

In **Tanzania**, significant efforts were made to improve maternal and neonatal health in the targeted areas. Haydom Lutheran Hospital introduced innovations and technologies from multiple maternal and neonatal care models. The introduction of these innovations in technology and practice has been replicated across the targeted areas in various local health centres, including capacity building of health workers on safer birth models. As a re-

sult, the Maternal Mortality Rate was reduced from 206/100,000 in 2015 to 176/100,000 in 2019.

In Darfur in **Sudan**, the focus has been on monitoring maternal and new-born health in the postpartum period, as the risk of death is high for both mother and child in this critical phase. Postnatal care services were delivered for 6,055 women and 4,848 postpartum vitamin (A) doses were provided. In addition, timely detection and referral of obstetrical emergencies to hospitals was facilitated for 1,450 women. Due to this intervention, there were no maternal or under-five child deaths reported during this period at any of the targeted health centres.

**Outcome 2:** Adolescent birth rate reduced

Status	No. of countries	Names of Countries
Achieved	1	Malawi
Partially Achieved	1	Mali
Not Achieved	0	

For the period 2016-2019, this outcome focused on sexual education and counselling services.

In **Malawi**, 288,885 adolescents have undergone comprehensive sexual education. The primary focus was on understanding the dynamics of sexual and reproductive health as a rights issue, access to contraceptives, abstinence and information on all sexually transmitted infections, including HIV/AIDS.

In **Mali**, counselling centres for adolescents and other awareness-raising activities have contributed to the reduction of the birth rate for adolescent girls from 7.2% to 3.6%, the use of health centres from 57% to 65.7%, and an increase in the age of marriage from 15 to 18 years.

**Outcome 3:** Women, men, girls and boys preferred conventional reproductive health services over harmful traditional practices

Status	No. of countries	Names of Countries
Achieved	2	Ethiopia, Sudan
Partially Achieved	1	South Sudan
Not Achieved	0	

For the period 2016-2019, this outcome focused on promoting

the use of health facilities and the services they provide.

In **Ethiopia**, childbirth in health facilities have increased from 70% in 2016 to 94% in 2019. Antenatal care visits are now fully adopted by pregnant mothers in the intervention areas. The percentage of adolescents and youth (aged 10-29) who have accessed health facilities for sexual and reproductive health services has increased from 15% in 2016 to 52% by the end of 2019 in the intervention areas. The percentage of women attending one or more antenatal visits increased from 70% in 2015 to 100% at the end of 2018, and this achievement was maintained for 2019 as well.

**Outcome 4:** Communities contributed to disease prevention

Status	No. of countries	Names of Countries
Achieved	0	
Partially Achieved	1	Malawi and Sudan
Not Achieved	0	

For the period 2016-2019, this outcome focused on building awareness and increasing testing.

In **Sudan**, health committees have successfully used mobile theatre shows as a method of awareness-raising on communicable and non-communicable disease prevention. This has been well-received by local communities, as this medium presents these topics with simplified messages, and has contributed to continuing to maintain the high rate of immunisation (93%<sup>6</sup>) with the Penta 3 vaccine for Sudan as a whole. For 2019, this included 6,491 children, in addition to those immunized previously. Defaulters' tracing is managed by the immunisation staff with support from health committee members/community health workers.

In **Malawi**, communities have contributed to disease prevention by scaling up cervical cancer awareness campaigns, out-reach clinics, and the addition of screening sites. A total of 45,393 women were screened for cervical cancer during the reporting period. NCA has invested in the scaling up of diagnostic capabilities of laboratories in Malawi in order to effectively test the viral load of people living with HIV and follow up on their uptake of Anti-Retroviral Therapy (ART). This has seen the reduction of non-adherent patients to ART drop below 15% (the baseline value) in the districts where the programme was implemented.

**Outcome 5:** Quality health facilities available in local communities

Status	No. of countries	Names of Countries
Achieved	1	Malawi
Partially Achieved	0	
Not Achieved	0	

For the period 2016-2019, this outcome focused on constructing and equipping health facilities.

In **Malawi**, NCA and CHAM constructed eight health facilities, eight maternity wings, a state-of-the-art operating theatre with a capacity of six operating rooms, a school of anaesthesiology, and an intensive care unit for Malawi's biggest referral hospital in Lilongwe. This has contributed to several positive outcomes, such as the reduction of travel to referral hospitals, earlier access to ante and neonatal services, and a reduction in maternal mortality, with only one death being recorded in all the targeted health facilities in 2019.

### Key innovations from the programme area

In Tanzania, Haydom Lutheran Hospital scaled up its 'Safer Births Bundle'. This includes low-dose, high-frequency training programmes, associated state-of-the-art simulators, and tools to assist in decision-making and delivery of care at birth, including fetal and new-born heart rate monitoring and bag-and-mask ventilation. The goal is to help mothers and babies survive child-birth. The scale-up allowed this package to be expanded to 30 hospitals in six regions of Tanzania, which accounted for one-third of national maternal and neonatal mortality. This holds the potential for system-wide improvements in maternal health care for the Tanzanian health system. As mentioned in outcome 1 above, this intervention has already had a positive impact on the Maternal Mortality Rate.

In **Malawi**, a new method for HIV drug resistance testing has been supported by NCA since 2016. DREAM laboratory, in cooperation with the University of Siena, conducted a validation process of 750 samples, which showed that this system has a specificity of 99% and sensitivity of 100%, which means that the results are comparable to the Abbott Platform.<sup>7</sup>

### Lessons Learned and Adaptation

In **Malawi**, the outcome of reducing the adolescent birth rate has been difficult to achieve in this strategic period. In the next period the focus will be more on comprehensive sexual education and family planning which in the long run will contribute to the reduction of adolescent pregnancies together with ending child marriage. The overall impact has been more awareness raising on sexual and reproductive health rights issues among youth, and the subsequent demand that was created for related services. This was partly achieved through engaging other relevant stakeholders (local government structures and religious and traditional leaders) to create an enabling policy and legal environment. Throughout this strategic period, NCA was an active development partner to the government by giving input to the Marriage, Divorce and Family Relations Act which sets the minimum age for marriage and also the implementation of the National Strategy for Adolescent Girls and Young Women which further protects girls from all forms of violence, especially sexual abuse.

### CAPACITY BUILDING OF MIDWIVES IN SAFER BIRTHS GIVES RESULTS

#### WHY

Already now, it is confirmed that SDG 3.1 will not be achieved due to a lack of trained health personnel and a lack of skills in already trained midwives and nurses.<sup>8</sup> In this strategic period NCA has focused on the reduction of maternal and neonatal deaths. Skilled birth attendants are key in achieving this goal. The results of this work are now visible in three countries using the Safer Births approach developed by Laerdal Global Health and through the capacity building of health personnel done by NCA's partner, the Haydom Lutheran Hospital. There is now a reduction in the use of traditional birth attendants, and an increase in the use of health facilities across all the targeted areas.

#### WHAT

In 2017 and 2018 NCA strengthened the capacities of midwives from Sudan, South Sudan and Ethiopia in the Safer Births approach at the Haydom Lutheran Hospital in Tanzania. The material used was the Laerdal Global Health Education package, simulation dolls and other appropriate modules to address the gap between the education of the nurses/midwives and the practical skills they needed. Today these midwives are active in strengthening the capacities of their colleagues in their respective countries. This was a good investment.

#### HOW:

In South Sudan, capacity building on safe births was conducted for 219 health staff. As a result, only 32 newborn and 12 maternal deaths were reported in the three targeted hospitals, which was the lowest maternal and new-born mortality rate ever reported in these health facilities. Apart from the formal training, there has been continuing medical education in the three hospitals.

In Sudan, capacity building on safe births and helping mothers survive after bleeding was conducted by NCA's partner and co-facilitated by the two midwives who went to Tanzania. The capacity building was facilitated by a gynaecologist, an obstetrician and a paediatrician. 23 midwives from the three clinics and the host communities were recommended to attend by the Sudan Ministry of Health. In addition, 31 community health committee members from the three clinics had their capacities strengthened on how to promote reproductive health issues in their communities. In Darfur, capacity building was conducted for midwives and other clinical staff to enhance their technical capacity for quality service delivery and improved data reporting. A total of 157 midwives received training during the reporting period on community mobilisation for safe delivery, prevention of female genital mutilation, and antenatal and postnatal care. While there were no maternal or under-five child deaths reported during this period at the targeted health centres, there are still challenges related to improving the mortality reporting at the community level.

In Ethiopia, 20 midwives received further education to provide women with a safe birth and maternity care. This included offering them follow-up controls during pregnancy and the ability to give birth in a safe environment at a clinic or hospital. Several of the midwives have also travelled to various villages to provide information about what they can offer to mothers and children. This capacity building of health care workers and midwives as well as refurbishment of maternity wards and other community level activities has contributed to increased deliveries in health centres







## 2.3 Economic Empowerment

### Overall Goal:

The goal of the Economic Empowerment programme is to secure entrepreneurial opportunities and sustainable employment for women, men and youth.

### Countries contributing to goal:

Afghanistan, Angola, Burundi, Guatemala, Haiti, Malawi, Palestine, Somalia, Sudan, Tanzania and Zambia.

### Problem analysis:

The world needs 600 million new jobs by 2030 just to sustain the current level of employment, not accounting for current day unemployment levels.<sup>7</sup> A key challenge is high unemployment among youth, who often lack market-relevant skills to obtain and maintain employment. Most poor rural communities produce raw materials and products with limited value addition, therefore missing out on the main profit and having limited control over the value chain of their products. They often lack access to markets, capital, quality production inputs, energy and technology.

### Outcome 1: Women, men and youth gained and maintained employment

Status	No. of countries	Names of Countries
Achieved	3	Afghanistan, Palestine and Somalia
Partially Achieved	1	Angola
Not Achieved	0	

Vocational education has been NCA's main approaches to achieve this outcome. In total 7,067 youth gained employment and were employed or self-employed 12 months after graduating from the NCA supported vocational education. Jobs and income enabled them to improve their own and their families' economic well-being. The absorption rate of graduates into the job market demonstrates the relevance and effectiveness of NCA's vocational interventions. In **Palestine** 87% of those trained were employed and able to maintain employment. In **Afghanistan** and **Somalia**, the results were 83% and 82% respectively. The situation in **Angola** on the other hand were more challenging; only 16% of the 549 graduates were employed 12 months after graduation.

The persistent economic and financial crisis has forced closure of many businesses, and the practice of short-term contracts (6-12 months) hamper long-term job security.

In addition to vocational skills training, young women and men have been trained in business skills and personal skills. It is essential that the skills taught are attractive and relevant for the job market or to create self-employment. Partnerships were therefore established with the private sector to facilitate market-relevant curricula and opportunities for internships and jobs. In **Angola**, a Business Development Unit was established at the training centre serving as an important platform to link graduates and potential employers. In **Palestine**, a digital solution was introduced to link graduates with employers, and to enable self-employed graduates to offer services to the market. In **Somalia**, employers have consistently been involved throughout the education cycle with good results.

### Outcome 2: Women, men and youth established micro- or small enterprises

Status	No. of countries	Names of Countries
Achieved	9	Afghanistan, Angola, Burundi, Guatemala, Haiti, Palestine, Sudan, Tanzania and Zambia
Partially Achieved	2	Malawi and Somalia
Not Achieved	0	

By getting access to quality inputs, capital, new technologies and knowledge, 40,228 rights-holders (63% women) were supported to establish enterprises, generating income and improving living conditions for themselves and their families. Key achievements were poverty alleviation, food security and resilience to climate change.

The programme supported small farmers moving from subsistence operations into profitable, commercial-oriented businesses. In **Tanzania**, the NCA model on Micro-Investing in small vegetable production ('Veggie') and the next level investments in poultry and fruits, offered alternative routes for 10,200 RHs to sustainable income, profitability and diversification in local markets. In **Haiti**, 17 high performance savings groups have established group enterprises selling manure, seedlings, tools and technical

inputs that help improve productivity of farmers in the community. There is evidence of a positive change of mindset regarding entrepreneurship and income generation among rights-holders. This is helping them identify and harness business opportunities. In **Afghanistan**, for example, there was poor investment culture in rural economies, subsistence agriculture was common practice, and rights-holders were forced to migrate to other provinces or countries to get a job. NCA supported 1,545 rightsholders (62% women) to identify and pursue untapped business opportunities. In **Zambia**, 8,834 rights-holders (70% women) have transformed into self-reliant entrepreneurs with less dependency on government hand-outs.

### Outcome 3: Women, men and youth scaled up existing enterprises

Status	No. of countries	Names of Countries
Achieved	1	Tanzania
Partially Achieved	0	
Not Achieved	0	

In Tanzania, an increase in capital investments coupled with increased shares in savings and credit groups (IR VICOBA) have enabled 3,516 rights-holders (70% women) to scale-up their existing enterprises. Some rights-holders invested in their horticultural business, whilst others invested in petty businesses and commercial poultry production, which have relatively high returns in a short time. As of 2019, the project in Tanzania reported shares in IR VICOBA groups worth USD 27 million.

### Outcome 4: Women, men and youth increased profits by value chain development

Status	No. of countries	Names of Countries
Achieved	7	Afghanistan, Burundi, Malawi, Somalia, Sudan, Tanzania and Zambia
Partially Achieved	0	
Not Achieved	0	

In total 43,115 people (63% women) have increased income and/or production as a result of improved productivity and by adding value to their production. In **Sudan**, rights-holders improved their agricultural and livestock techniques and accessed quality inputs. The result was that 18,209 women (60%) and men improved

productivity: a 35% increase in crop yields have been noted. Community seed banks of quality seeds were established in Darfur, which farmers contribute to and lend from. The results are better yields and community self-reliance. In **Somalia**, almost nine in 10 horticulture farmers and fishermen reported improved yields and quality after process enhancements. Fishermen were, for example, trained in fish handling, processing and post-harvest loss handling, as well as marketing and business skills which improved their income.

In **Tanzania** (11,610 68% women) and **Malawi** (2,033, 47% women), rights-holders added value to agricultural commodities such as making peanut butter from groundnuts and extracting cooking oil from sunflower. In **Tanzania**, RHs were also making sausages and establishing a strawberry smoothie delivery service to offices in nearby towns. In **Burundi**, 1,294 right-holders (64% women) added value to produce, including porridge production and transforming cassava into flour.

### Outcome 5: Women, men and youth gained access to local or domestic markets

Status	No. of countries	Names of Countries
Achieved	7	Afghanistan, Burundi, Guatemala, Palestine, Somalia, Sudan and Tanzania
Partially Achieved	3	Haiti, Malawi, Zambia
Not Achieved		

A total of 19,846 RHs have gained access to local and domestic markets in the programme period. Improved quality and quantity of production and processing, packaging and improved marketing and business skills have enabled smallscale producers to access new markets. In **Burundi**, access to information on market prices has improved RHs' negotiation position and helped them sell when and where the prices are high.

In **Somalia**, **Tanzania** and other countries, RHs were supported to organise in producer groups. Cooperation gave them stronger power in negotiations and access to markets through collective procurement, storage, transportation and collective selling, as well as by constructively engaging with other stakeholders. This has secured a fairer share of personal value creation for smallholders and entrepreneurs, which is often retained by middlemen and big buyers or is lost in post-harvest deficits.



### Key innovations from the programme area

The Micro-Investing concept that was developed in **Tanzania** has been replicated and further developed in **Malawi** in 2019. Innovative working methodologies are tested to allow NCA to scale up and support many smallholders become successful commercial farmers with decent income. The aim is to solve a poverty and food insecurity problem through effective and efficient use of aid funding.

In **Tanzania** NCA and the African tech company *esoko* launched the digital knowledge and service platform *JamboMaishaLife*. The platform will facilitate access to agri-asset services – such as renting of drone for spraying and tractors, input and technology kits, commercial linkages and training. Digital community trainings in agricultural practices were successfully piloted in 2019.

With the ambition to supporting the revitalisation of a stagnating **Palestinian** economy by supporting youth-led start-ups, NCA and DCA have established the innovation hub *Station J* in East Jerusalem<sup>8</sup>. Station J opened in February 2020 and offers emerging innovators, entrepreneurs, and committed business enablers the opportunity to come together.

### Lessons Learned and Adaptation

Collaboration with the private sector helped secure internships and jobs for graduates coming out of vocation training as shown in **Afghanistan, Angola, Palestine** and **Somalia**.

NCA aims to reduce hand-outs in its EE programme and rather designing projects where RHs make affordable investments themselves. This is to improve ownership, scalability and sustainability of interventions. However, in some countries, like **Burundi**, it was challenging to introduce such approach to RHs that were used to receiving hand-outs and are still receiving it from other aid organisations. It is recommended to allocate time and resources to sensitise RHs about the value of this new approach and to harmonise with all stakeholder intervening with similar interventions in the same locations.

Another lesson is that all agricultural related projects should build-in climate smart interventions to reduce the negative impacts of climate change. For example, in **Malawi** smallholders were hard hit by droughts affecting productivity despite the good agriculture practices they learned. Utilising digital data collection NCA picked this up early and introduced winter cropping. This necessary deviation made farmers more resilient to the drought than other farmers who were not part of the project.

The programme has succeeded in empowering particularly marginalised groups. The ability to successfully establish an enterprise or to generate one's own income are powerful in lifting people's self-esteem and recognition. In **Burundi**, RHs from the indigenous minority group Batwa were often discriminated. Being supported to improve agricultural productivity and income and being invited to share their experience with others have built confidence and improved their recognition in society.

Engaging women in entrepreneurship has been identified as one of the best strategies to improve women's socio-economic status. Of the NCA-supported RHs who established businesses, 67% were women. In **Afghanistan**, traditional roles were challenged. Through dialogue with community elders, male family members, and religious leaders NCA and partners advocated for more involvement of women in the business sphere. As a result, women were accepted as participants in the new enterprise groups and more than 62% of those establishing enterprises were women. In **Angola** women made up just 26% of co-operative members when the programme started, but constituted 53% by the end of 2019. Also, in **Palestine**, an increasing number of female RHs with greater self-confidence in decision-making were observed, who are now implementing community projects, managing cash grants, financially contributing to their marriages, and seeking legal aid when needed.



### Impact story

#### Integrating Malawian smallholders into oilseed value chains

**WHY:** Most smallholders produce raw materials with limited value addition, therefore missing out on the main profit of the food-value chain. The lack of a robust agri-processing sector has been identified as an important 'missing link' in connecting smallholder producers to high-value markets<sup>9</sup>. Farmers often cannot access nor afford processors, and they only need the equipment a few days per season.

**WHAT:** To address this, a three-year pilot project was implemented in the Mchinji district of Malawi by NCA and partner CARD. By offering farmer to rent processing services, the investment of processing is affordable and can be justified and more people can access. The project prioritised oilseed because of its potential to make a significant economic contribution to marginalised rural youth and female farmers. The oilseed value chain offers a viable alternative option for tobacco farmers who, due to significant global price declines, have had their livelihoods affected.

**HOW:** First, NCA and partner CARD trained farmers in improved agricultural practices and technologies and some have been supported in engaging in winter cropping to mitigate the negative effects of drought. This has increased their productivity and production, leading to increased income per acre of oilseed crops. For soya farmers, yields increase by an average of 84.2% which in turn, coupled with an increase in prices, increased earnings by an average of 142.2%.

Second, the project introduced the Rent-a-Service model to promote value addition of oilseed products. This is a concept where a farmers' co-operative – the Mikonga Cooperative Society – was supported to establish a processing service facility. Members and other farmers are renting the facility to process oil seeds into cooking oil and ground-nut flour, thereby adding value to their produce.

Members of the cooperative have been trained in various skills, enabling them to run the processing facility, including technical competency and business skills. Mikonga Cooperative is running the processing service as a for-profit business and are charging a service fee from members and non-members renting the facilities. It is thereby gradually building up its profit and equity.

The Rent-a-Service facility provides shelling, oil extraction and milling services. It has become a popular service in the community. More than 1,000 farmers used the facilities in 2019, approximately 56% of whom were women. By processing the oilseed products to cooking oil and by getting access to markets because the oils are sold collectively, farmers managed to double the profit on their production.



## 2.4 Climate Resilience

### Overall Goal:

Communities resist, absorb and recover from climate change.

### Countries contributing to goal:

Angola, Burundi, Ethiopia and Haiti. Contextual programmes: Zambia, Guatemala, and Myanmar

### Problem analysis:

Climate change can irreversibly damage the natural resource base rural communities depend on, affecting their right to food and security, particularly in times of natural disasters. Lack of resilience is caused by limited knowledge and capacity to adapt to climate change. Although the poorest are often the most vulnerable to the effects of climate change, in both rural and urban settings, they are seldom included in decision-making or organised at community, national and international levels to influence climate-related policies and laws.

**Outcome 1:** Context specific minimum standards for mitigating risk to structural interventions applied in communities

Status	No of countries	Names of countries
Achieved	5	Angola, Burundi, Ethiopia and Guatemala and Zambia
Partially achieved	1	Haiti

Minimum standards are needed to protect people and their assets, such as roads, schools, houses, storage facilities and water supply schemes, against the effects of climate change. Communities have developed these standards using assessments, national data, climate forecasts and village mapping. They have ensured their assets, or structural interventions, now meet these new standards, lessening the risk of damage from disasters and wear and tear, and minimising maintenance. In **Guatemala**, 18 additional standards for constructing hydropower plants, and protecting forests, water sources and agricultural land were added to the existing 71 standards and operationalised in 2019. The most significant success is documented in **Ethiopia**, where there were no minimum standards in the programme area in 2015, but where four years later there are 537 standards/climate smart initiatives in place (56 in 2019). Examples include irrigation systems,

water protection structures like gabions, and water supply interventions such as ponds. Positive impacts were confirmed in an NCA real-time evaluation report<sup>10</sup>, in which farmers stated that structural interventions are now better protected against floods and droughts, and they can access water and produce crops during drier periods and droughts. In **Burundi**, 89% of rights holders are confident that essential community infrastructure is secure from the impact of heavy rains, due to the operationalisation of standards such as tree planting. This is an increase from 5% at the start of the period and exceeds the target (70%). Climate resilient facilities have been constructed in 42 communities in **Zambia** using new standards. This has reduced infrastructural failures during the rainy season and WASH-related disease, along with improving communal and household hygiene.

**Outcome 2:** Communities adapted their food production to changes in climate

Status	No of countries	Names of countries
Achieved	5	Burundi, Ethiopia, Guatemala, Angola and Haiti
Partially achieved	1	Myanmar

Farmers from 540 communities have mitigated vulnerabilities associated with rain-fed agriculture, especially during extreme weather conditions, by adopting climate-smart agriculture (CSA) techniques such as adjusted farming calendars as well as better seeds and climate-adapted technologies and irrigation systems. This has enhanced both soil and harvests. Important results are seen in Burundi, where 95% (baseline 0%) of the 10,300 farmers participating in the programme now use more than one climate-smart agriculture technique. This has increased food production, quadrupling in some cases. For one REFLECT circle<sup>11</sup> (20F, 10M), this has increased their household income and food security, and better positioned them to scale up to a micro-investment model from 2020. Members of another REFLECT circle remained on their land during droughts, whilst others in the community had to relocate or sell assets to survive; whereas a third group of circle members have become change agents for improved seeds and agricultural practices.

In **Ethiopia**, 81% (target of 61%) of agricultural land where communities practised subsistence rain-fed agriculture at the start

of the programme is now managed in a climatesmart way -- a significant increase against a baseline of 6%. This is the result of farmers using high-yield seed varieties, seed priming, and adjusted agricultural calendars. It has resulted in a decrease in the yield loss by 400 kg per hectare in 2019. Rights holders in **Guatemala** are still struggling with low food security, but more resilient farming techniques, enhanced yields and diversified crops have improved the diet of 630 families.

**Outcome 3:** Communities implemented sustainable land management plans

Status	No of countries	Names of countries
Achieved	2	Burundi and Ethiopia
Partially achieved	2	Guatemala and Haiti

Sustainable land management is critical to withstanding the impact of floods and droughts and reducing communities' vulnerability to these phenomena. Its success requires collaboration between communities and local governments. In **Burundi**, sustainable land management plans are now operationalised for 283 hectares of land (target 192), and 89% of HHs (target 55%) have changed agricultural management practices to correspond with these plans. The result is reduced soil loss, more stable access to water, and increased resilience to climate change. In **Ethiopia**, 49% of the land (baseline 10%, target 46%) is now managed in line with the communities' sustainable management plans. Together with local agricultural extension officers, community task forces are operationalising the plans to protect the vital watershed and increase both food production and climate resilience. This also contributes to the Ethiopian Government's national watershed management programme. Another 20% of the land in the programme area in **Haiti** is now managed sustainably/covered by sustainable land management plans, totalling 30% for the reporting period (baseline 0%). Plans prioritise areas such as erosion protection and soil management as well as ensuring that canals and sewage systems are free of silt and debris to prevent flooding.

**Outcome 4:** Organised civil society structures demonstrated 39 on climate resilience<sup>12</sup>

Status	No of countries	Names of countries
Achieved	6	Angola, Burundi, Ethiopia, Guatemala, Haiti and Zambia
Partially achieved	1	Myanmar

If communities are to buffer the impacts of climate change, they need long-term solutions they can develop, manage and implement themselves. They also need to advocate for equitable climate policies and laws which reflect the needs of people in their communities. NCA's partners have mobilised and trained people from more than 500 communities to prepare for climate shocks and emergency response. Primarily younger women and men, they have been organised into 395 community task forces and are equipped and mandated to respond within 72 hours of an emergency beginning<sup>13</sup>. Task forces' response is based on contingency plans which have been developed in all programme countries, generally in co-operation with the relevant authorities. In 2019, another four communities finalised their plans in both **Haiti** and **Zambia**, where 85% of the programme area is now covered. In 2019, twelve communities in **Zambia** operationalised their plans for drought response – conducting food needs assessments and distributing food relief. In **Haiti**, the six community task forces (70 M, 104 W) continued reforestation activities to increase water infiltration, reduce erosion and flooding, and increase productivity. Trees were sourced from nurseries managed by NCA's partners, each of which has more than 160,000 seedlings. In **Angola**, NCA's partner ADRA has successfully advocated for the country's 2020 national budget to accommodate climate change responsive initiatives such as provisions for rainwater-harvesting systems like those constructed under this programme. It also includes the provision of public water during droughts.

### Key innovations from the programme area

Farmers in **Burundi** can now access and make decisions based on timely and accurate meteorological information via the social media platform WhatsApp. Surveyed farmers confirmed that they use the information to ensure they get the best possible yield from inputs by avoiding planting in periods with little rainfall for example. Prior to the project, only 27% of the men and 16% of the

10 The Real Time Evaluation Report of Norwegian Church Aid's Climate Resilience Program 2018.

11 REFLECT is an approach to adult learning..

12 Outcome four includes outcome five, which is implemented as an output under outcome four in Angola, Burundi, Ethiopia, Guatemala and Haiti. No country has selected outcome five.

13 Normally assistance from authorities or international agencies arrives within 72 hours after an emergency striking.



women received regular information about the weather, figures which have increased to 80% and 84% respectively. Farmers without phones receive information through twice-weekly REFLECT circle meetings and via community farmer facilitators. This digital community communication platform covers topics beyond the weather, including issues like sourcing agricultural inputs, managing plant diseases, and agreeing on prices for joint sales and procurement. NCA plans to establish a partnership with the Geographic Institute of Burundi to further improve the accessibility of timely information for farmers and for it to possibly include localised statistics on the impact of water deficits. It is envisioned that this information will be used by agricultural micro-investors and farmers to increase marketable agricultural production and improve family livelihoods.

#### Lessons learned and adaptation

Reflection after the final year of implementation of the Climate Resilience global programme shows that outcome 3, Communities implemented sustainable land management plans, was the most challenging component to implement. It was included to ensure communities developed a holistic perspective on protecting their residents and infrastructure against the effects of climate change. Its adoption requires a perspective beyond isolated climate smart initiatives, and which considers how the success of these types of initiatives is dependent on and affects the local environment. Not a compulsory outcome, it was chosen by four countries and was initially met with some scepticism by country offices, partners and communities. This stemmed from a lack of knowledge about the interdependency between livelihoods and the environment as well as a lack of skills to manage resources sustainably. Head Office (HO) programme staff saw indications of this gap early in the programme when monitoring project sites – colleagues and partners had not reflected on the implications of communities sharing water sources, for example. There was also a general lag in the startup of activities. The knowledge gap was addressed by staff and partners attending professional courses in sustainable land management and climate resilience, and by leveraging the programme's community of practice to share inspirational stories and facilitate cross-visits between country offices. For **Ethiopia**, a shift towards a better understanding of the outcome was also prompted by the expectation that the programme would deliver on the government's watershed management plan. The result has been implementation of the outcome gaining traction in all countries, with 50% listed as 'Achieved' and the remainder 'Partially Achieved' at the end of the period. The outcome will also be an indicator for sustainable land management in NCA's new programme plan under the Climate Smart Economic Empowerment Strategic Initiative. Lessons include the

difficulty in finding a balance between developing programmes complex enough to meet internal and back-donor requirements, and what is technically and conceptually possible for NCA's offices and partners to implement. It also shows that programme staff, partners and communities are adaptable, and can grow when given stretch goals.

#### Impact story

Mayan communities in Guatemala meet their own energy and development needs

**WHY:** Despite power lines crossing over the heads of the Mayan communities in the mountainous areas of Zona Reina in Quiché, Guatemala, many of them remain off grid – excluded because their remoteness makes it too costly for the state and private actors to connect them to a growing national electricity network. This has curtailed their economic development, limited the capacity of their health and education facilities, and resulted in a dependence on candles for light and unsustainable and expensive energy sources -- diesel-run generators and wood-fire ovens.

**WHAT:** Nine once energy-poor Mayan communities now own and manage their own micro hydro power plants<sup>14</sup> which supply 8,215 girls, boys, women and men with affordable and sustainable energy. An innovative solution in an area where community ownership of infrastructure is not common, and one which has instilled pride in communities that have often been ostracised due to alleged allegiances with the guerrilla movement during the civil war. The energy is cheaper, convenient and more reliable than what private actors offer. Production is enough to meet household needs and to service collective spaces like schools, hospitals and markets. This has knock-on effects for community learning, health, productivity, connectivity and income.

Inspired by these communities, more have approached NCA and partners about establishing the same model for their residents, including an association of 110 communities covering seven water sheds in the region. Once sceptical of energy companies and hydro power, they are now confident that they too can meet their own energy and development needs. This level of co-operation is unheard of in this region of Guatemala which is characterised by conflict and mistrust between and within communities due to divisions left by the 36 year-long armed civil conflict.

**HOW:** The project's success stems from it being community driven, with the idea coming from the communities themselves, and its holistic approach. The initial focus was not on technical hydropower issues, but on community mobilising and awareness raising, supported and facilitated by NCA's partner, Colectivo MadreSelva (CMS). This ensured an understanding of their right to electricity and the link between ecology and hydro power. It also instilled the belief that community-owned off-grid electricity was a possibility for them. Capacity development ensured communities were able to democratically establish and run water committees and boards to manage the plants. The committees were trained to set and collect fees, manage accounts, and maintain the plants using electricians trained as part of the project. Boards and committees once dominated by men now have approximately 30% female representation after encouragement from NCA and its partner. Transparency is ensured through open accounting by the water committees. There has also been a multifaceted focus on sustainability. Plants are constructed to meet minimum standards and built in line with sustainable land management plans – all of which were developed by the communities themselves. This ensures local watersheds are restored, risks to infrastructure are minimised, and rivers can be used for other purposes than energy production for the one community, including similar projects up- and downstream. Further sustainability initiatives include promotion of social cohesion to minimise conflict; community members contributing labour to construct the plants; locally sourced, good quality parts which can be repaired by local electricians; and setting fees high enough to run and maintain the plants, whilst still being affordable for all residents. A more secure future for the plants was recently secured after CMS and seven of the community associations successfully advocated the municipality to grant these associations formal concessions, officially making them the energy distributors in their local areas. This ensures other actors (public or private) cannot take control of the energy supply in these areas. CMS has also advocated authorities for a national policy on community-based energy production.

Initially, NCA implemented the project in co-operation with communities and CMS because of their ecology, community organisation, and small-scale hydropower competency. NCA has since established a portfolio of partners around the project to ensure communities receive the support needed, including pro bono hydropower competency from Norway. NCA has facilitated linkages between these partners and the communities, ensuring learning, co-ordination and inspiration. NCA has also leveraged the project's results to attract new donors, reducing the amount of Norwegian funding (NCA, Norad and Norwegian Embassy). Two of NCA's ACT Alliance sister agencies, Christian Aid and Bread for the World, fund the remaining part of the program with back donor funding. Together with NCA, ICCO, the Church of Sweden and the Lutheran World Federation, these agencies form the ACT joint programme in Guatemala - JOTAY: ACTing Together.





## 2.5 Water, Sanitation and Hygiene (WASH)

### Overall Goal:

Healthy communities' access equitable and sustainable water, sanitation and hygiene services.

### Countries contributing to goal:

Afghanistan, Pakistan, Angola<sup>15</sup>, Burundi, DRC, Ethiopia, Somalia, South Sudan, Sudan, Tanzania and Haiti

### Problem analysis:

The Sustainable Development Goals (SDGs) have entered their fifth year and some progress has been achieved. However, there are many governments that are still struggling to deliver water, sanitation and hygiene (WASH) services to all their citizens. Access to safe water, adequate sanitation facilities, practicing key hygienic behaviours and living in a 'hygienic' environment is a fundamental prerequisite both for people's health and for social and economic development.

The WHO recently estimated that 58% of all cases of diarrhoea in LMICs could be attributed to inadequate drinking water (34%), sanitation (19%) and hygiene (20%), resulting in 842,000 deaths annually.

**Outcome 1:** Communities demonstrated ownership for WASH services

Status	No. of countries	Names of Countries
Achieved	10	Afghanistan, Pakistan, Sudan, Ethiopia, Somalia, Tanzania, DRC, Burundi, Mali, Haiti
Partially Achieved	1	South Sudan
Not Achieved	1	Angola

NCA's approach to water supply management is to instil a sense of ownership to 'their' water scheme among community and committee members aiming for sustainability of the service.

The attempt was to reflect the quality of community participation by measuring the satisfaction of participants with the community mobilization process. On average, a majority of the people

(73%) expressed satisfaction with the way they were involved in project and decision-making processes, with a majority of country programmes within an 80-90% satisfaction rate.

In several WASH programmes (**Tanzania, DRC, Burundi, Somalia** and **Mali**), communities co-financed the infrastructure. For instance, in Mali six out of 11 targeted communities contributed up to 15% of capital costs.

In several country programmes, community mobilization led directly towards the facilitation of the creation of a management committee. During the reporting period, NCA facilitated the creation of 2,381 committees. For instance, in the arid mountains of **Afghanistan**, water is essential for domestic use and for irrigation of crops. Due to these competing uses, conflicts can easily arise. During the reporting period, water committees have solved 25 water disputes.

NCA emphasised women's participation in community mobilization and their representation in management committees. In **Mali**, women representation increased from 22% (2016) to 51% (2019). Improvements and close to equal representation were reached in several country programs including **Pakistan** (50%) and **Ethiopia** (47%). NCA in DR Congo achieved the goal of 59% of committee positions being occupied by women.

**Outcome 2:** Duty bearers integrated men and women's recommendations into their plans

Status	No. of countries	Names of Countries
Achieved	10	Afghanistan, Burundi, DRC, Ethiopia, Haiti, Mali, Pakistan, Somalia, Sudan, Angola and Tanzania
Partially Achieved	1	South Sudan,
Not Achieved	1	Angola

All NCA country offices and partners have either facilitated that targeted citizens and their representatives would be engaged in advocacy and / or in the capacity building of governmental employees (part of SDG 6A).

In many countries, NCA facilitated a platform where citizens and government were able to meet and citizens were able to present their priorities. Over the reporting period, NCA facilitated, in total, 1,211 meetings/gatherings/occasions where representatives of rights holders presented to the governmental authorities their priorities on WASH issues.

The Public Expenditure Tracking System (PETS) is an established method for citizens to monitor public spending in **Tanzania**. In the targeted areas, PETS groups were introduced to the local water projects. By the end of 2019, the program benefited 1000 rights holders compared to 400 rights holders reported in 2017. Communities in targeted districts were mobilized to identify water as their development priority, whereas five communities have influenced duty bearers to allocate resources for water services, and this has resulted in the construction of water supply. With awareness and close follow-up from PETS committees on the use of water funds, there has been increased community engagement in development activities. In Mutamba village in Mkalama district for example, the work of PETS has resulted in the District authorities deciding to rehabilitate their water supply. PETS committees tracked the water infrastructure supported by World Bank in their village to be worth USD 43,000, and they discovered the pump installed was not according to plan. The committee intervened and the construction company had to change and install the recommended pump.

**Outcome 3:** Women, men, boys and girls practised hygiene measures that protect against key public health risks

Status	No. of countries	Names of Countries
Achieved	9	Afghanistan, Burundi, DRC, Ethiopia, Haiti, Pakistan and South Sudan, Tanzania, Sudan,
Partially Achieved	2	Mali, Somalia
Not Achieved	1	Angola

Practising safe hygiene behavior protects against transmissible diseases. In villages where NCA has intervened, targeted women reported the number of diarrhea episodes experienced by the children under five years of age during the last two weeks. (Reference to SDG Target 6.2) The single most effective behavior to reduce diarrheal disease is handwashing with soap (HWWS). It can reduce diarrheal diseases by 40%. The baseline for NCA was 37% in **Afghanistan** with an end-line result of 80% in the

targeted villages. The average decrease of diarrhea episodes was about 19% and 28% reduction in Afghanistan (baseline 49%). NCA gauged the knowledge of targeted population after the intervention using a survey form for detecting HWWS at critical times. A total of 81% of the respondents in **Burundi** (baseline 61%) mentioned HWWS after a WC visit, before eating and before food preparation.

There is a strong correlation between household water treatment and safe storage (HHWTSS) and significant reductions (28-45%) in diarrhoeal disease. HHWTSS was successfully introduced in five countries. Most notably, 78% of the targeted Burundian population (4000 HHs) reported practice of HHWTSS. The baseline report under NCA **Afghanistan's** targeted communities noted that most of the population were not aware of the importance of hand-washing practices at critical times. In 2019, about 79% of women and men had a good understanding of favourable hygiene practices (baseline was 0) and 66% of communities wash their hands with detergent at critical times (baseline was 37%). A total of 71% of the communities constructed hand-washing facilities at their HH level and use it on regular basis. The rate of diarrhoea occurrence has significantly decreased from 49% to 12%, which may contribute to the reduction of child mortality and morbidity in the targeted areas.

**Outcome 4:** Women, men, boys and girls accessed adequate and sustainable sanitation services in their households

Status	No. of countries	Names of Countries
Achieved	5	Afghanistan, Pakistan, Ethiopia, DR Congo, Somalia
Partially Achieved	1	Mali
Not Achieved	1	Angola

The highly participatory method Community-led Total Sanitation (CLTS) and its variations was carried out by nearly all NCA country sanitation interventions with the objective of eliminating open defecation practice. During the period 2016-19, NCA's and partners have facilitated access to household sanitation for 1,186,570 girls, women, boys and men.

In **Pakistan**, application of a contextual variation of CLTS since 2016 yielded significant results. In 305 communities, the awareness of the negative impacts of open defecation practices triggered a dead-

<sup>15</sup> The WASH programme of NCA Angola was under the global Climate Resilience programme for the period 2015-2017. The results of NCA Angola's WASH programme are part of this report.

line-restricted decision to ensure that all household have WCs.

By 2019, 187,479 households accessed WCs and about 27,000 pour-flush facilities were constructed. Out of the 305 communities, 289 communities were certified as open defecation-free (ODF) villages.

**Outcome 5:** Women, men, boys and girls accessed inclusive, adequate and sustainable WASH services in public institutions

Status	No. of countries	Names of Countries
Achieved	5	Ethiopia, DR Congo, South Sudan, Somalia and Haiti
Partially Achieved	1	Burundi
Not Achieved	0	

In **Ethiopia, South Sudan, Somalia** and **Haiti**, a total of 232,337 people gained access to water and sanitation services in schools and health care facilities during the reporting period. NCA Burundi with its school-led Total Sanitation approach reported having reached 122,166 people in schools and homes. The rural population in **DR Congo** carried a large burden of transmissible diseases due to lack of safe water and hygienic sanitation conditions. Diarrhoea is reported as the cause of death for 14% of children under five years old. This situation has its causes in the limited access to household and institutional water and sanitation services: In 2016, 53% of primary schools had no access to water and 90% of schools had sub-standard sanitation services. HCF were also in a precarious situation: 59% of rural HCF had no water services and 69% had no sanitation facilities whatsoever.

The government of the DRC, together with UNICEF, implemented the National 'Healthy Villages and Schools' Programme (VEA in French). The VEA programme provides a comprehensive package that includes water and sanitation interventions, hygiene promotion, and capacity development. The programme is based on a key concept encouraging communities to become a 'Healthy Village' by meeting at least a set of minimum standards that a village must reach before it can be called 'healthy'. Using a community-driven and community-led approach, people are motivated to reach this goal and attain a healthier environment within their village.

NCA used the REFLECT method leading communities through the VEA process. During the period 2016-19, NCA DR Congo provided water, sanitation and hygiene services to 106 schools and to 67

HCF. It is reported that 90% of the facilities are accessible for people living with disabilities. In total, there were 666,761 people who gained access to water and sanitation facilities in schools and HCF.

**Outcome 6:** Rights-holders accessed sustainable, sound and a minimum of basic water supply services for domestic and productive purposes

Status	No. of countries	Names of Countries
Achieved	10	Afghanistan, Pakistan, Angola, DRC, Ethiopia, Mali, Somalia, South Sudan, Sudan, Tanzania and Haiti
Partially Achieved	0	
Not Achieved	0	

In total, 3,995,023 people gained access to at least basic water services. The WASH TCP was a large contributor to the global WASH program having funded water supply for 43% of the beneficiaries.

The technology NCA used to provide water depended on physical and climatic conditions of each country. For instance, the semi-arid climate in Kordofan, Sudan groundwater is the main water source accessible through boreholes. Here NCA rehabilitated 384 handpumps fitted on boreholes, drilled and equipped 22 new boreholes, and installed 63 solar PV-powered water yards and seven diesel-powered water yards.

Nearly all country offices report a high degree of functionality and sustainability in the constructed water supply scheme. NCA **Ethiopia** and **Tanzania** reported 100% sustainable water supply schemes, whereas other programmes ranged between 95% and 85%.

NCA **Pakistan** and **Haiti** provided water services infrastructure exposed to the risk of natural hazards. Whereas in Haiti the main risks are hurricanes and landslides, it is flooding in the project areas of NCA Pakistan. Both WASH programs adapted 80% of the constructed infrastructure to the main hazard risks. For instance, handpumps in Pakistan were installed on raised platforms. Water resource management components have successfully been integrated in several NCA programs (**Ethiopia, Sudan, Mali** and **Pakistan**) to tackle scare basis for water supply. In **Ethiopia**, communities agreed on a plan and 24,691 people participated in environmental protection and water resources management.

**Key innovations from the programme area**

Remote monitoring of water services provision has made recent advances with the expansion and improvement of mobile networks. A promising idea was the installation of mobile-enabled transmitters to collect data for improving the maintenance and repair of pumping stations and handpumps. However, one critical point is the sensor that makes the handpump 'smart' to become part of the 'Internet of Things'.

In 2017/18, NCA Tanzania endeavoured in the remote sensing of solarized water yards and hand pumps, using an NCA-developed open-source water sensor. The water flow sensor with data transmission via Internet was field-tested by an NTNU student, but it did not transmit data even if data could be collected manually. NCA presented this problem to NTNU students in the course Experts in Team to solve during the following spring semester. The students proposed pathways on how to solve it. In the meantime, two other students did their fieldwork in the same project, contributing to the resilience of water provision and sustainability of the solarised water yards in 2018/2019. NCA continued collaborating with NTNU round the same topic in the same project, also for the 2019/20 period. This time the pair of students were sent with a commercial sensor and transmission system from the Norwegian company El-Watch. Preliminary results indicate that the remote monitoring is functioning.

**Lessons Learned and Adaptation**

NCA **Somalia** carried out the WASH program under challenging political and physical conditions with consequences of reduced access to the targeted groups. Additionally, this program had to tackle budget cuts of planned funding that was not released. This situation resulted in NCA Somalia partially achieving outcome 3 in Hygiene promotion, due to ambitious targets. The indicator measuring handwashing with soap was attained following distribution of hygiene kits to target households that included soap. Overall coverage indicates that 20% of target groups wash their hands with soap. Soap is locally available, but access is often a challenge especially for pastoralists. In the future, a solution to this problem could be that cash and vouchers can be delivered at scale, even given remote management and access limitation, provided that appropriate checks and balances are put in place to ensure transparency and accountability in targeting and cash distribution.





#### Impact story: Menstrual Hygiene management and WASH in Ethiopia

**WHAT:** Holistic approach to menstrual hygiene management results in significantly increased school attendance in rural Ethiopia for adolescent girls.

**WHY:** Women and girls continue to face discriminatory social norms that negatively affect their health and well-being. Barriers to high-quality menstrual hygiene management (MHM) also persist across Ethiopia. In Ethiopia 67% reported receiving no education on menstruation at school. About 80% of women and girls in rural areas use homemade alternatives for MHM, and just over a quarter of the population has access to improved sanitation. This situation has as consequence absenteeism and drop out from schools, only because of lack of sanitary pads, water, and safe space to manage menstruation. A research in Northeast Ethiopia showed that a single adolescent girl stayed at home on average for 45 to 50 days a year, due to the lack of convenient MHM.

**HOW:** Against this background, the NCA WASH program distributed sanitary pads to schoolgirls in the project areas in Ankober and in Eastern Haraghe districts in 2017 and 2018. This activity was embedded in the hygiene promotion component raising awareness about MHM in schools. In 2018/19 NCA introduced a more sustainable solution to access sanitary pads in the WASH project in South Arsi district. The traditional practice for dealing with menstruation was the use of worn-out unhygienic pieces of tissue risking blood stain if not used carefully. Girls would in such a situation not go to school or avoid people. Few women would use disposable sanitary pads due to the high price. NCA therefore organised three women's groups of 15 women each. With the capital contribution of participants, they were able to purchase tissue material and NCA provided a sewing machine. The groups produced two different reusable sanitary pads. The use of the reusable pads would be cheaper than commercial alternatives due to its reuse for many times when well kept. The re-usable pads are made of material that is in accordance with the national standard, and members of the women's groups stated that they were comfortable and effective. Health extension officers and group members did the marketing of the new pads at different occasions. Advertising for these pads also raised awareness about MHM among community members. The WASH program also constructed sanitation facilities in five schools. One cubicle of the WC block for women had one cubicle for MHM with water connection. Following national guidelines, NCA also constructed two small rooms where girls can rest when having their period.

School hygiene clubs and girls' clubs were organised where adolescents could learn about the biology of their body. The sum of these results led to a significantly increased school attendance. Adolescent girls feel more confident when attending school when having their period. Families have reduced expenses when girls and women have their menstruation. Due to the relatively early stage of this WASH component, NCA was not able to collect relevant data supporting our observations.







## 2.6 Resource Governance

### Overall Goal:

The goal of the Resource Governance programme is for women and men to benefit from public resources through accountable governance for equitable distribution of wealth and sustainable development.

### Countries contributing to goal:

Angola, Malawi, Tanzania, Zambia and regional Southern Africa<sup>16</sup>

### Problem analysis:

In countries where NCA works, high levels of corruption, coupled with the lack of participatory and accountable governance, hinders equitable distribution of resources, whilst inadequate policies as well as poor implementation and control of existing legal frameworks are obstacles to effective governance over extractive industries. Rights-holders do not have the information, voice and practical engagement strategies they need to influence the governance of public resources, and the absence of consultation with affected populations restrain the realisation of community rights.

**Outcome 1:** Women and men influenced public plans and budgets to have a greater pro-poor focus

Status	No. of countries	Names of Countries
Achieved	3	Angola, Tanzania, Zambia
Partially Achieved	0	
Not Achieved	0	

To influence governmental plans and budgets to be more aimed at reducing poverty, rights-holders must participate in public decision-making processes. Between 2016 and 2019, NCA and partners enabled rights-holders' ability to address their needs and facilitated access to duty bearers for greater influence on public plans and budgets. From 2016 to 2019, the **Zambian** government adopted 12 budget priorities and 24 budget submissions from NCA's partners. In 2019, NCA's partners advocated for greater allocations to social sectors. Compared to the 2019 budget, the 2020 national budget for social protection increased with 24% and the health budget increased with 16%. In **Angola**, several of NCA's partner ADRA's recommendations for the 2020 National

Budget were accepted, including allocations for the construction of water systems. At the local level, the social monitoring groups trained by NCA's partners have increased their influence during the reporting period. They act more independently and autonomously and have regular bilateral contact with the local authorities. Several of the groups are being invited to participate in formal and informal meetings with governmental duty bearers, and discuss and influence decisions related to, for example, education, water and agriculture. The impact of these groups has been picked up, adapted and replicated by other organisations in Angola. In **Tanzania**, the ongoing Make it Happen campaign developed by NCA and faith-based partners, stimulated and facilitated lobby and advocacy influencing the draft Single National Health Insurance Policy, which is awaiting approval. The Ministry of Health technical working group and the President's Office Regional and Local Governments have taken on board recommendations from NCA's partners for further analysis and improvement, especially propositions on the financing mechanism. Through this campaign NCA's partners demonstrated their ability to adapt their influencing strategies to the current political situation. Instead of collecting petitions for popular support for their campaign, faith leaders have succeeded in mobilizing community members to enroll in the Improved Community Health Fund (iCHF). This is further described in Chapter 3, Partnerships for Change. The campaign will continue in the coming period, under the Fighting Inequality programme.

**Outcome 2:** Women and men contributed to public budgets being implemented according to plan

Status	No. of countries	Names of Countries
Achieved	3	Angola, Tanzania, Zambia
Partially Achieved	0	
Not Achieved	0	

Allocating funds for public good is only the first step towards providing social protection and development in a society. To make sure public budgets are spent according to plan, NCA's partners in Angola, Tanzania and Zambia have trained and enabled women and men to access and understand public budgets, in addition to facilitated spaces for holding governments responsible to implement the budgets according to plan. In **Tanzania**, Public Expenditure Tracking System committees (PETS) established by NCA's partners in 37 districts monitored 603 projects

worth approximately USD 10 million between 2016 and 2019. In collaboration with the communities, the PETS groups managed to return approximately USD 3 million from mismanagement and corruption. Instead of enriching a few, the funds were redirected to its original purpose of financing public services. The PETS groups show increased capacity and have gained recognition since 2016. Much of this is due to the improved collaboration with the Prevention Combating Corruption Bureau (PCCB). For example, in areas with established networks of communication between anti-corruption champions and PCCB, spaces for dialogue at village assembly have opened because citizens have understood the role of PETS in ensuring accountable governance in line with government regulatory frameworks, as opposed to PETS being a self-initiated project by NCA and communities. In **Angola**, NCA supported 30 social monitoring groups during the period, monitoring 72 municipal plans since 2016. Influencing and monitoring public plans and budgets contributed to a new health post constructed in Malange Province, in Mbanza Congo, the construction of five houses for teachers now secure quality education for children, and in Balombo more than 400 families now benefit from the *Water for all* project. Another result of NCA's partners' advocacy is from Negage, where 200 children and 60 adults acquired birth certificates for the first time. Birth registration helps people access their individual rights, such as basic social services and legal justice. These examples of impact illustrate how empowered citizens can influence development in their local communities, and hold duty bearers accountable for social services.

**Outcome 3:** Women and men influenced policies and legal frameworks governing extractive industries

Status	No. of countries	Names of Countries
Achieved	4	Malawi, Tanzania, Zambia, Southern Africa regional
Partially Achieved	0	
Not Achieved	0	

Extractive industries can finance development, but often mining benefits the few whilst citizens are left with negative social and environmental impacts. Influencing policies and legal frameworks related to extractive industries are key to determine the role of extractive industries in a country. In this period, NCA's partners have influenced mining legislations being enacted in 2017 and 2018 in **Tanzania** and **Malawi**. In 2019, NCA and partners in **Malawi** utilised provisions in the new law to demand increased

safety for miners. This resulted in improved working conditions for miners when a mining company provided protective gear for its workers. For years, partners supported by NCA's **regional Southern Africa** programme have invested in nurturing the relationship with the African Union (AU) to influence policies governing extractive industries. Through this engagement, the Alternative Mining Indaba (AMI), a civil society platform founded and nurtured by NCA and partners, have succeeded in establishing long-term collaboration with the African Union. In 2019, the African Union (AU) sought input from AMI to revise and strengthen one of the continent's most important pieces of legislation in relation to resource governance: the Africa Mining Vision (AMV). Before the reporting period, AMI and the AU had not engaged in the same manner, but now AMI has gained a position as a civil society reference point on regional extractive industry policies.

**Outcome 4:** Duty bearers have been held accountable to communities' rights in extractive industry areas

Status	No. of countries	Names of Countries
Achieved	5	Angola, Malawi, Tanzania, Zambia, Southern Africa regional
Partially Achieved	0	
Not Achieved	0	

Extraction of natural resources often comes with a wide range of negative consequences for local communities. Facilitating spaces for dialogue between rights-holders and duty bearers is a key methodology for NCA and partners to improve the human rights situation in mining areas. In **Mozambique**, NCA's partner, Christian Council of Mozambique (CCM), saw their longterm support to demand justice for local mining communities yield results in 2019. In Marara, the community finally benefitted from mining in their area. In 2019, for the first time, they received 2.75% from extractive industry revenue as accorded in the Mining law. The funds will improve social services and stimulate community development projects, and the Marara Advocacy platform will monitor the projects. Also in 2019, the resettled community of Cateme was finally promised compensation for the loss of land. They had been dubbed the 'Forgotten Community' since Vale relocated them to an isolated area with no basic public services such as schools and clinics to make way for its operations. With support from CCM, tripartite dialogue between the community, the Brazilian coal mining giant Vale and the government result-

ed in a memorandum of understanding, including Vale committing to plough 712 farms for the resettled families and providing agricultural inputs such as seeds. In **South Africa**, NCA's partner Bench Marks Foundation have since 2012 advocated for the rights of the Marikana widows and families whose husbands were killed during a salary protest in Marikana in 2012. In 2019, the new management of Lonmin finally acknowledged that justice must be served on the Marikana victims and that the company under the new ownership would 'commit to dealing with legacy issues of Lonmin, including building houses for all the widows of the deceased'. In **Angola**, a mining community in Muassueca experienced human rights violations perpetrated by the mining company's security guards. For example, a traditional leader was shot and wounded. NCA's partner Maos Livres, organised a meeting between community leaders, the mining company and local government representatives, resulting in an agreement on permanent dialogue, increased access to information and opportunity for the community leaders to influence the mining company's corporate social responsibility agenda. In **Zambia**, dialogue meetings enhanced interaction between community members, mining firms, local and national government, contributing to communities' abilities to demand and access essential social services. From 2016 to 2019 mining firms and government took action 39 times to respond to the communities' expressed needs. For example, in 2019, the Lumwana Mine provided 8 rural health centres and 71 classrooms, while the government rehabilitated a rural health centre, and constructed a maternity ward and mother's shelter with sanitary facilities at the Lumwana District Hospital.

**Outcome 5:** Duty bearers demonstrated increased transparent management of public resources

Status	No. of countries	Names of Countries
Achieved	2	Malawi, Southern Africa regional
Partially Achieved	0	
Not Achieved	0	

Access to information and transparent and inclusive decision-making processes is necessary to ensure meaningful participation of rights-holders and policies rooted in development needs on the ground. In **Zimbabwe**, Mutoko Rural District Council accepted community demands to publicly release revenue data from mining companies operating in the black granite rich district. This information is critical in enabling communities and

district development committees to better follow the money and to demand accountable service delivery. As reported in the 2016-18 report, NCA's partner Zimbabwe Environmental Law Association's (ZELA) input to the government, on the Extractive Industries Transparency Initiative (EITI), appeared word by word in the 2019 National Budget Statement. In 2019, to follow up, ZELA held three meetings with the Ministry of Mines and Mining Development. The intention was to make them participate in the 8th EITI Global conference in Paris and in June 2019, the Permanent Secretary in the Ministry of Mines attended the EITI conference. Even though Zimbabwe has not yet joined EITI, in 2019 the government of Zimbabwe introduced a Beneficial ownership register under the Companies Act. This has been a long-time demand for civil society and if well implemented, it will increase transparency and accountability in the sector. In **Malawi**, the space for civil society diminished between 2016 and 2019, but NCA's support and strengthening of the Natural Resources Justice Network (NRJN) resulted in improved relationship with relevant duty bearers. In 2019, NCA and NRJN established a platform where the Parliamentary Committee on Natural Resources and civil society organisations meet and discuss developments in the Malawian mining sector. The 30 organisations organised through NRJ have currently improved access to the Minister of Natural Resources and can hold duty bearers accountable for just resource governance. Access to duty bearers has also been improved through the Alternative Mining Indaba (AMI), which is a pan-African civil society network established more than ten years ago by NCA and partners of the **regional Southern Africa** programme. In 2019, a milestone was reached when one of the world's most influential mining executives, the CEO of Anglo American, Mark Cutifani, visited the AMI conference. He, and senior managers in Anglo American, engaged in difficult conversations with mining activists from more than 25 African countries, challenging the company's behaviour in mining communities. Mark Cutifani said: *'I did not expect a warm welcome. We have not done everything we said we should do, and we have a lot to learn. We have a lot to do and a long way to go, but we promise to take responsibility. That is why I am here now and want to come back to AMI in the years to come.'* He later addressed more than 500 mining executives, saying: *'The feeling at the Alternative Indaba was palpable and I got the brunt of it,'* before he urged other executives to engage and partner with communities. Cutifani returned to the AMI conference in February 2020, as promised.

**Key innovations from the programme area**

Between 2016 and 2019, there were general elections in all countries implementing the Resource Governance programme. Partners put their advocacy activities on hold during election cam-

paigns as a measure to uphold their reputation and positions, which affect programme implementation during these periods. In 2019, during general elections in **Malawi**, NCA and partners explored a different approach, where they utilised this period to increase public attention to issues related to the extractive sector and governance of natural resources. Funded by Open Society Initiative for Southern Africa (OSISA), NCA partnered with Malawi's number one broadcaster, Zodiak Broadcasting Station (ZBC), which aired a documentary on mining in Malawi for one whole month. They also prioritised resource governance as a topic for live debates and the electoral candidates were challenged to articulate their positions. In the presidential debates, the two leading parties (the Malawi Congress Party and the United Transformation Movement) made statements committing to promote transparency and accountability in mining governance. Both parties included mining governance in their respective manifestos. Citizens' participation was also stimulated: the live debates generated feedback from more than 67,500 followers on ZBS' Facebook page, and the citizens' engagement on resource governance was evident also a month after the general elections.

**Lessons Learned and Adaptation**

A mid-term review carried out in **Angola** in 2018, identified challenges relevant for the global Resource Governance programme. For example, in Angola, participatory poverty assessments (PPA) were often carried out by social monitoring groups based in a municipal center, whilst the villages, where data collection took place, were not sufficiently included in subsequent policy dialogue. In 2019, NCA and partners supported PPA launches and debates at village level and facilitated advocacy with the rights-holders, rather on behalf of. This approach requires significant investment in capacity building of community members but increases community empowerment and impact. Another finding was that communities often expected NCA and partners to respond to their needs identified during participatory poverty assessments. To mitigate raising community expectations, NCA's partners made sure to clarify that the methodology affords communities the opportunity to raise their concerns and problems with local duty bearers. Also, members of municipal administrations were included in the whole process of training and analysis, to increase trust and commitment between the parties involved.





**Impact story:**

**Mining community compensated for human rights violations**

**WHY:** In 2009 a young small-scale miner in Cabo Delgado in Northern Mozambique found a red small stone in the ground; a ruby worth \$43,000. This area hosts the most significant recently discovered ruby deposit in the world, now controlled by the Montepuez Ruby Minerals (MRM), a mining company owned by London-based Gemfields Limited. This led to artisanal and small-scale miners losing their jobs and farmers losing agricultural land without compensation. Poor communities, such as in the village of Namanhumbir, did not benefit from the ruby mining in their area. Instead they were turned into victims of serious human rights abuses perpetrated by the police force and a private security firm hired by the mining company. The community members' stories of beating, sexual abuse, unlawful detentions and killings is a harsh contrast to how Gemfields, and their luxury brand Fabergé, label the rubies as "responsibly sourced Mozambican rubies from Cabo Delgado province".<sup>17</sup>

**WHAT:** In 2019 the Namanhumbir community in Montepuez won a settlement and received £4.5 million in compensation from the mining company for the human rights abuses at and around the ruby mine.

**HOW:** NCA introduced and funded the Alternative Mining Indaba (AMI) model in Mozambique, and it was at the first provincial AMI conference in 2012 that communities from Monte Puez were given a space free from fear and intimidation to share their stories of harassments by the mining company. Through their local interfaith committee, NCA's partner Christian Council of Mozambique (CCM) continued assisting the community in the process of documenting human rights abuses. They increased the local Artisanal Miners Committee's capacity to demand international human rights standards compliance by the MRM in Namanhumbir and established collaboration with the Montepuez district public prosecutor in order to take up the cases of human right violations. After a [video](#) was published and circulated online,<sup>18</sup> and a local journalist from Pemba made a [documentary](#) aired on Al Jazeera<sup>19</sup>, the British based lawyers, Leigh Day<sup>20</sup>, took up the case against the Londonregistered mining company. In 2019, the Namanhumbir community received the **£4.5 million** settlement from the mining company.

17 Gemfields' presentation of their rubies: <https://gemfields.com/rubystories/> and promotion video with actress Mila Kunis: <https://www.faberge.com/news/gemfields-launches-ruby-film-starring-brand-ambassador-mila-kunis-203> and <https://www.youtube.com/watch?v=J0DcTQZydds>

18 Video contains violence: <https://youtu.be/yFu8MWVPf5k>

19 Al Jazeera documentary: <https://www.aljazeera.com/programmes/africaninvestigates/2015/12/mozambique-gem-wars-151210075320384.html>

20 Leigh Day's information about the case: <https://www.leighday.co.uk/News/2019/January-2019/Statement-by-Leigh-Day-in-relation-to-the-settleme> and <https://www.leighday.co.uk/News/News-2018/April-2018/Faberge-owners-face-London-High-Court-battle-over>







### 3. PARTNERSHIPS FOR CHANGE

NCA has a mandate to strengthen civil society in all countries where it has a presence. Faith in Action, NCA's global strategy, justifies this stating, "a robust and free civil society is a prerequisite for social justice, development of democracy, and good governance". Partnering with civil society actors, including faith-based actors, is NCA's main approach to fulfilling this mandate. In the programme period 2016-2019, Strengthening Civil Society was a cross-cutting issue, addressed within each of the six global programmes. Under the mandatory outcome; *NCA core partners have increased their capacity as civil society actors*, NCA's country offices have also implemented a tailored partner capacity development programme.

In 2019, a global **evaluation** of how NCA strengthens civil society was completed, documenting how NCA understands and operationalises the concept of strengthening civil society as part of the partnership approach. The impact of NCA's work to build partners' capacities as civil society actors was also assessed. Overall, the evaluation found compelling evidence that NCA has a positive effect on strengthening its partners, both at an organisational level and beyond. Partners report that NCA has been successful in strengthening civil society in their countries, scored as 3.72 rate on a scale from 1 (very unsuccessful) to 5 (very successful). This chapter showcases some of these achievements. However, the evaluation also points out the need to better capture results on how NCA has strengthened civil society: this is addressed by introducing six cross-cutting goals for strengthening civil society in the new 2020-2030 Programme Framework.

#### Key Achievements: Strengthening faith-based actors

NCA strengthens the capacities of partners to play a proactive role in the wider local civil society through utilising NCA's identity and distinctiveness as a faith-based organisation working with local communities. Partnerships are understood as "a mutually empowering relationship where the partners are challenged, open to change, and NCA and its partners learn from one another."<sup>21</sup> To add value, NCA operates as a facilitator, accompanier and challenger. In 2019, NCA challenged faith actors in **DRC** to explore new ways of working to prevent the spread of the Ebola virus. Faith-based partners often delegate social projects to their diocesan department without engaging the theological part of their organisation. With this practice faith-based partners may become like any other secular organisation, simply implementing a

project without making use of their network of faith leaders and constituencies. In **DRC**, NCA challenged Église du Christ au Congo (ECC) and some of their members churches to engage theologians, pastors and bishops to reflect on how they as a church have a social responsibility to act and protect their congregations in the phase of the spread of the deadly virus. NCA facilitated inter-religious meetings where Protestant, Catholic and Muslim leaders discussed how they could use their role and position both in communities and at the national level to pass on messages to prevent spreading of the virus. They also looked at how they could change disease transmitting religious practices, such as, for example, handshaking during sermons and funeral rituals that could contribute to the spread of Ebola. With support from senior faith leaders, community pastors, teachers and health workers could easily implement preventive measures in religious rituals and daily routines, contributing to quicker disease control.

In **Tanzania**, NCA accompanied faith actors in the process of holding duty bearers accountable for providing health care to the most marginalised. From 2016 to 2019, NCA trained religious leaders and supported advocacy strategy development. NCA commissioned a [research study](#), organised learning and exchange visits, linked faith actors to health expertise, and facilitated networking with civil society. In 2016, NCA's partners were not vocal on tax-funded social protection, but in 2019, religious leaders [advocated for a national health insurance policy](#) and mobilised community members to enrol the Improved Community Health Fund (iCHF), which targets the poorest 14.5 million. In areas where faith leaders were capacitated, the enrolment rate increased by more than 50% compared to three months before training took place. The testimony by the chair of Gairo District Interfaith Committee shows the impact of NCA's support: 'I have been discouraging the Muslim community from enrolling in the iCHF, since I had no understanding of how it works. But now I support and will personally mobilise my constituencies to enrol.' Religious leaders also engaged the Ministry of Health and Ministry of Finance and Planning. The initiative caught the eye of the Tanzanian President, and [in February he assured Tanzanians that the government will approve the Universal Health Coverage Bill](#).

#### Partnerships for development

NCA works together with a wide range of partners with various capacities and positions within the society. Whilst some partners have access to the most vulnerable population, others are technical experts or have strong influence on governmental duty bearers. Institutional strengthening is a key pillar of NCA's partnership approach and commitment to fostering a strong and independent civil society in the countries where we operate. Through NCA's Partnership Assessment Tool, organisational, accountability, advocacy and financial capacities are mapped, and priorities for capacity development are determined by NCA and partners jointly. Capacity building takes form in various ways, from trainings by NCA staff, external consultants or by other partners. Between 2016 and 2019, partners have been supported to increase their capacities in, for example, strategic planning, monitoring and evaluation, conflict sensitivity/Do No Harm, gender sensitivity, GBV in emergencies, security, advocacy, thematic competencies, fundraising, digital data collection and analysis, Core Humanitarian Standard (CHS), accountability, financial management and human resources.

According to the NCA civil society evaluation, building **fundraising capacity** is what most NCA's partners request assistance for. A diverse funding base increases civil society organisations' sustainability and independence and consequently their ability to gradually manage without NCA funding. NCA's holistic approach to increase partners' monitoring capacities, programme quality, legitimacy and accountability strengthen the partners' capacity to obtain funding from other donors. In **Sudan**, training and support for NCA's partners enabled them to obtain funding from UNDP, WFP, Turkish Red Crescent and UNEP, in addition to multi-year funding directly from the Norwegian Embassy in Khartoum. In **Pakistan** partners experienced constraints in obtaining funds from abroad because they had to register with the Economic Affairs Division to be eligible to receive foreign funding. To secure continued operations, NCA assisted partners to prepare registration documents and navigate in the registration process.

**Financial accountability** is a key priority and in **Somalia**, NCA assessed partners' financial management. After implementing measures identified jointly by NCA and the partners, the partners currently demonstrate significant improvement in financial capacities and donor procedural requirements. The quality of reports has also improved. In **Afghanistan**, NCA supported ten partners in developing organisational strategies and policies, and now these partners have systems and policies meeting the requirements of external audits and donors.

Increasing partners' **technical capacities** improves programme

quality, and NCA use tailor-made approaches to facilitate learning. For example, in **South Sudan**, NCA seconded a psychosocial counsellor to a partner, leading to an improved referral pathway and management of GBV cases. In **Malawi**, a wide range of measures were provided in 2019, after an assessment showing capacity gaps amongst core partners in the Economic Empowerment programme. NCA utilised its three years of experience from micro investment programming in Tanzania and facilitated a learning visit and training with a lead Tanzanian agronomist. NCA also linked partners to Lilongwe University of Agriculture and Natural Resources. The partners' increased capacity led to small holder farmers now being able to manage pests and diseases. Within one year of implementation, over 1,300 farmers increased their income levels.

A partner assessment of **Ethiopian Orthodox Church Development Inter-Church Aid (EOC-DICAC)** revealed the need to strengthen **gender sensitive** programming. EOC-DICAC asked for support to recruit a gender focal person and NCA financed this position in 2019. Now EOC-DICAC has gender mainstreamed its programmes, they are developing a gender policy at the organisational level, and the management is challenged to consider gender-balanced staffing. Even though NCA's financial support ceased in the new strategic period, EOC-DICAC kept the gender focal point position.

After NCA supported security trainings for partners in **Afghanistan**, partners appointed a dedicated security focal point liaising with NCA, and currently they have robust **security risk plans** helping them to systematically plan and monitor the security situation in their operational areas.

From 2016 to 2019, NCA and selected partners in most programme countries have been trained on **digital data collection** and demonstrate increased digital competency. For example, an assessment revealed that NCA's partner in **Malawi**; Churches Action in Relief and Development (CARD), did not collect and manage digital data. In 2019, after being trained by NCA, CARD provided real-time data from their oil seed value chain project.

#### Partnerships for a more vibrant civil society

A vibrant civil society uses peaceful means to claim their rights from duty bearers and is key to accountable governance where duty-bearers responds to the citizens' needs. A vibrant civil society can take many forms and play different roles at the local, national and international levels. NCA acts as a convener, accompanier and challenger to strengthen partners' ability to mobilise rights-holders and hold duty bearers accountable at all these levels.



### Advocacy capacity development

The approach of strengthening civil society to develop more accountable and democratic governments requires partnerships that go beyond financial and administrative support. Hence, NCA provides resources, training, networks and arenas to empower civil society organisations, faith actors and rights-holders to advocate for more accountable governance of public resources as well as for human rights and social cohesion. As a result, partners' **advocacy competence** has increased. For example, in 2016, the majority of NCA partners in **Afghanistan** were engaged in service delivery and had limited knowledge of targeted advocacy. NCA supported partners to identify and map advocacy issues in their project areas, analyse how advocacy can promote and sustain service delivery and develop advocacy work plans. This resulted in partners enabled to play proactive roles in advocacy networks, and advocacy is now a focus area included in partners' organisational policies.

Through the Rights-Based Approach, communities are put at the centre of their own development. Capacitating and mobilising communities to stimulate active citizenship where rights-holders hold duty bearers accountable is a core methodology in all of NCA's six global programmes. For example, Reflect circles have been used to train rightsholders in the GBV, Peacebuilding, Climate Resilience, Economic Empowerment and WASH programmes in **Burundi, DRC, Mali and Somalia**. In **Mali**, NCA introduced the methodology, and now the 30 Reflect groups supported by NCA demonstrate increased capacity to act as independent civil society actors. In 2019, they were officially acknowledged by the government as grassroot organisations. Another community-based methodology is applied in the [Resource Governance](#) and [WASH programmes](#), where community groups have been trained to monitor implementation of public plans and budgets. These groups have exposed corruption and have ensured that public projects benefit communities in **Angola, Tanzania and Zambia**.

### Advocacy networks and results

To be effective advocates for change, civil society must be able to lobby decision-makers, form alliances and mobilise rightsholders. With a strategically chosen partnership portfolio, consisting of faith actors, community-based organisations and technical resource partners anchored in a rights-based approach, NCA is well-placed to facilitate strategic networks for increased civil society influence. For example, in **Eastern Africa** religious leaders became advocates for responsible mining practices after NCA facilitated interaction with civil society networks in Southern Africa. NCA's partners developed an inter-faith theological resource guide on extractives, trained religious leaders, and committed

themselves to form a Great Lakes regional platform to promote collaboration and sustained advocacy on responsible mining.

Through NCA's programmes, alliances between different types of civil society actors are stimulated. In **Guatemala**, alliances between communities and social as well as environmental organisations were formed by the construction of micro-hydropower plants. Linking community level structures to regional and national levels bolsters civil society in the country and enhances pressure towards the authorities to develop a public policy for community-based clean energy production.

In **Burundi**, NCA partners show progress in holding duty bearers accountable. At the national level, the NCA initiated consortium between faith-based partners and technical resource partners organised a national advocacy workshop where deforestation was discussed by relevant Ministries, the Parliament, the Vice-presidency and UN agencies. At the local level, communities that had no previous advocacy experience are now influencing the local government, because they presented their WASH priorities to local authorities. Improved dialogue with municipal and provincial duty-bearers led to budget provisions for hygiene kits for schools in 2019. The results achieved also inspired nearby communities. Although not being NCA target communities, they presented their plans on how to end open defecation to local authorities and monitored implementation of the action plans together with the local government.

### Space for civil society

Between 2016 and 2019, space for civil society has shifted rapidly, and NCA supported partners in navigating and adapting to these contextual changes. For example, in **Haiti, Zambia, Tanzania, Myanmar, Guatemala, Pakistan, Palestine and Burundi**, the shrinking democratic space made it more difficult for NCA's partners to openly advocate for justice and hold governments accountable. Under such constraints, civil society can become preoccupied with self-survival, leading to increased self-censorship and less criticism of those in power. NCA's partnerships with faith-based actors can be an advantage in contexts with limited civic space, since faith actors often profit from high levels of credibility and face less stringent control than other secular civil society organisations. Hence, faith actors may have access to otherwise closed government structures at all levels and can therefore advocate and raise issues of concern with duty bearers. For example, in **Zambia**, the government has become less tolerant to dissenting views and has threatened to unleash its power on vocal civil society organisations. But, NCA's faith-based partners have continued to challenge the excessive use of power

by duty bearers. Consequently, NCA increased the support to whistle blowers, initiatives strengthening democratic values and dialogue between civil society and duty bearers. In **Myanmar**, NCA facilitated partners' advocacy for freedom of Religion and Belief (FoRB). Through participation in strategic advocacy events, partners addressed laws with detrimental impacts on ethnic and religious minorities' rights and provided recommendations to the Myanmar government to undertake legal and policy reforms to protect the right to FoRB. In **Tanzania**, religious leaders experience reduced access to the national government and NCA facilitated processes for partners to adjust their advocacy strategies. There are also examples of political changes leading to the reform of legislation used to repress civil society, which has opened civic space. In **Ethiopia** in April 2019, a new civil society law was passed, enabling the space for civil society to work on issues of human rights and peacebuilding. This law has also removed barriers on registration, government scrutiny on funding and freedom of expression. After the new law passed, NCA could resurrect its peacebuilding programme and advocacy activities with partners. In **Sudan**, following the establishment of the Sovereign Council, civil society has managed to occupy a space in the country which was previously restricted. However, civil society in both Ethiopia and Sudan are cognisant of possible restrictive measures by the government to deal with mass protests challenging the state. Civil society co-ordination and capacity to effectively engage in the newfound space is something NCA and partners actively address. A robust and vibrant civil society manages to utilise opportunities and adapt to contextual changes. In **Angola**, 2019 has brought about the opening of space for media, civil society, and the general improvement of civil and political rights. NCA's investments in partners' capacity to analyse and provide recommendations to local governments' budgets could now be utilised at the national level, when the public budget cycle process became more transparent and participatory. This resulted in, for example, the construction of water systems applying rainwater harvesting technology introduced by NCA's partners being funded over the 2020 national budget.

### Partnerships for joint action

NCA is a member of **ACT Alliance**, a global alliance of 135 churches and faith-based organisations working in the areas of development, humanitarian work and advocacy. Through ACT Alliance, civil society is strengthened by, e.g. providing mandatory accountability standards. NCA is active in two reference groups where such standards have been developed; 'Peace and Human Security' and 'Quality, Accountability and Complaints Handling'. Through ACT Alliance's digital learning platforms, capacity building is made accessible to all members, contribut-

ing to increased accountability and technical capacity. Co-operation with other ACT members and participation in ACT bodies is pivotal to enhance joint programme planning. To strengthen coordinated efforts by ACT Alliance members, NCA takes part in ACT forums in all programme countries and collaborate with ACT sister agencies. For example, NCA shares office space and security measures to reduce operational costs in **Burundi, DRC, Tanzania, Somalia, South Africa, South Sudan and Ethiopia**. In **Guatemala, Haiti, Myanmar, Palestine and Zambia**, NCA and ACT sister agencies have formally established joint country offices in which all participating agencies contribute to the running costs and staff salary. This has reduced NCA's administration costs in these countries substantially and has strengthened programme quality, as the various agencies contribute with complementary thematic expertise, partners and networks. In 2019, Dan Church Aid (DCA) and NCA decided to merge their country offices in **Malawi**, which will be effective from 1 January 2021.

NCA has contributed to develop ACT Alliance's programmatic scope by being a driving force to include Peacebuilding as a thematic focus in the alliance. This was approved at the 2018 general assembly, included in the new strategy in 2019, and will strengthen the alliance members' capacity in peacebuilding on a long-term basis. NCA is an active member of the reference group on Human Security and Peacebuilding, responsible for developing this new area of work within the Alliance.

NCA takes parts in ACT Alliance's communities of practices on climate and gender justice, amplifying the religious voices advocating for more ambitious climate action and women's rights. In the area of sexual and reproductive rights, religious actors have often been seen as fighting against agreed rights. It is therefore vital to strengthen the ecumenical alliance of faith voices fighting for the rights of women. In 2019, NCA and ACT Alliance engaged in relevant global processes, such as CPD in New York in April and Nairobi+25 in Nairobi in November. Another example is the persistent advocacy for increased support to developing countries that suffer from climate-induced loss and damage. In 2019, NCA and ACT Alliance's advocacy contributed to this agenda becoming a UNFC-CC priority at the climate change negotiations in December. NCA takes part in ACT Alliance's communities of practice on security, climate and gender justice.



## 4. PROGRAMME QUALITY AT NCA

### 4.1 Cross-Cutting Agendas

A rights-based approach (RBA), gender justice, and conflict sensitivity are among the commitments that inform NCA's programming. Key approaches, successes, and challenges were thoroughly reported on in last year's three year report. Below are some highlights from 2019.

#### Gender Sensitivity, Women's Rights and Gender Equality

Building on the 2018 piloting of NCA's gender analysis tool in Somalia, gender analysis was performed in **Sudan, DRC** and **Burundi** in 2019, applying lessons from Somalia's experience. Beyond strengthened organisational policies, tools and support systems for gender mainstreaming innovation approaches to gender-sensitive programming continued in 2019. Under NCA **Tanzania's** economic empowerment programme, smallholders are targeted to invest in kits that will improve their productivity and yields. These kits contain drip irrigation equipment, climateresistant seeds, a training manual on good agricultural practices and now reusable sanitary pads. Since most of the targeted small holder farmers are women (65%+) who have poor reproductive health education and services, this innovation will help rural women and girls to have access to affordable and safe sanitary pads, which will improve their health as well as ability to participate actively in socioeconomic activities.

#### Conflict sensitivity

As a 'transition' year, 2019 was, for many country offices, marked by both implementation and extensive planning. As part of the development of new country strategies (2020-24), all country offices carried out conflict analysis in early 2019, which provided strategic direction but also allowed for adjustments of the final year of implementation. Quality conflict sensitive programming should cover planning, implementation, evaluation and learning as shown in **DRC**. In its various programmes, the composition of different community structures (WASH committees, local peace structures, REFLECT circles, Tamar circles, etc) take into account ethnic considerations and others various aspects in the communities. A conflict sensitivity assessment was carried out in June 2019, mapping actors and issues in two mining communities in Walungu, South Kivu, where NCA has been present with WASH activities for a number of years and where we are planning on starting our Fighting Inequality programme.

NCA DRC has also prioritised the strengthening of conflict sensi-

tivity in its M&E system, e.g. including a new focus on CS in field monitoring visits and in monthly NCA programme team monitoring, learning, and adaptation meetings.

#### Anti-corruption

Throughout 2019, Norwegian Church Aid has significantly reinforced and strengthened the organisational structure and resources within the area of anti-corruption. The fundamental principle defining our work is zero-tolerance for corruption. Accountability, transparency and learning are key values and integrated focus areas in our anti-corruption initiatives. NCA did, in 2019, experience a substantial increase in the number of corruption complaint cases and received a total number of 22 complaints. This is a positive, expected development, and reflects our increased focus and resources designated to this work throughout the organization.

In total, 12 cases were closed during the year, with consequences such as repayments to the back-donor, termination of partnership/employment, or the conclusion that there was no basis for the complaint.

#### Environment and vulnerability to climate change

Beyond its systematic use of vulnerability assessment methodologies in Climate Resilience and country office emergency planning, NCA has been able to bring these perspectives into other thematic sectors and NCAs own activities. A range of concrete actions regarding emissions and waste in **Ethiopia** is a good example of this. In 2019, NCA has collaborated with paper recycling company Penda, which will collect all disposable papers at NCAs office in Addis abbeda for recycling. As part of a climate resilience project, NCA took responsibility to offset its carbon emissions. NCA measured the mileage staff travelled for projects (car and plane), and the amount will be offset from the project and used to fund other initiatives for afforestation and carbon sequestration. As part of the WASH programme, NCA Ethiopia and partners implemented micro-catchment protection through biological and physical structures, to reduce runoff and thus increase recharge of the ground water. It also introduced and promoted an environmentally friendly pumping system (solar pumping) and replaced diesel run generators that were used for an extended period as water-lifting technologies.

#### Human rights including rights of people with disabilities

Committed to the rights-based approach, the work for human

rights is embedded in all of NCA's programme work. The rights of people with disabilities (PLWD) were realised in various ways in several programme areas, particularly WASH. The majority of NCA's WASH programmes provided in 2019 respective to VIP latrines in schools and health facilities considered the rights of persons with disabilities (PLWDs) to safe access for sanitation facilities. In **Ethiopia**, PWLD has special consideration in all Emergency WASH programs. Every PWLD had received customised provision of services of sanitation facilities in collaboration with the Rehabilitation and Development Organization (RaDO) for people with disabilities.

#### UN Security Council Resolution 1325 on Women, Peace and Security (UNSCR 1325)

UNSCR 1235 emphasises prevention of conflict and violence against women and girls, the participation of women in the peace and security decision-making process at the local and national levels, protection of women and girls, and mainstreaming women and girls' specific needs in relief and recovery interventions. NCA works to mainstream UNSCR 1325 in all its country programmes, targeting those in conflict and post-conflict situations, participates in national 1325 coordination forums, and contributes to developing and implementing national UNSCR 1325 action plans. In many, context-creative approaches are needed to create space to work on this resolution. In **Somalia**, the GBV in Emergency (GBViE) programme introduced, to staff and partners, NCA's new advocacy Training Manual on 1325 with an Islamic perspective and teachings on gender justice, women's participation in leadership and decision-making forums, prevention and protection of women from GBV. Verses from the Qur'an are used as advocacy tools for promoting UNSCR 1325. The GBV in Emergency program introduced this manual to religious leaders, and it is anticipated that after translation and validation, this manual will be an important tool in the advocacy campaigns.

### 4.2 Accountability

Efforts to strengthen NCA's accountability systems and routines continued in 2019, with an increased focus on (i) complaints response mechanisms (CRMs), (ii) communication with partners and rights holders, and (iii) CHS commitment 8.2. NCA defines a formal CRM as being underpinned by a formal plan which meets Core Humanitarian Standards (CHS), such as clear systems and procedures which ensure confidentiality, accessibility, timeliness, and fair handling, as well as the proactive engagement of communities and partners in the design phase. Building on the results from 2018, the strengthening and roll-out of formal com-

plaints response mechanisms (CRMs) at the country level was successful in 2019. At the end of the year, all 16 country offices have a formal CRM in place, up from nine the year before. The reception of only nine complaints through the HO alert system in 2018 triggered a revision of the setup to induce reporting. Key revisions of the HO system included the option of anonymous reporting and a reduction from four to one channel of reporting. From January to August of 2019, 19 complaints regarding 12 cases were received. The revised system documented, between September and December, a significant increase with 54 complaints on 22 individual cases. Of these 73 complaints, eight were considered insensitive, and seven were self-reported through audits. The overview of country-level complaints is not complete as of this writing, and will be part of an internal complaints report due in late 2020.

As mentioned, attention was given in 2019 to improve the routines for communication with partners and rights-holders on various topics. A particular focus was given to Protection from sexual exploitation and abuse (PSA), where updated partner agreement formats and NCA partnership assessment tools cover this requirement. In addition, NCA has developed communication material (formats and examples) to ensure a coherent approach in interaction with partners and rights holders.

CHS Commitment 8.2 refers to the awareness and accessibility of organisational policies amongst its staff. In 2019, NCA focussed on making all policies and commitments available in one place (Operations Manual 2.1), and clearly described which policies those in various positions must adhere to.

### 4.3 Monitoring and evaluation

As previously reported to Norad, NCA has strengthened its results-based management (RBM) practices over the agreement period, especially with regard to results documentation. In 2019, an indicator guide website was developed to assist the development of new country strategies and to provide a coherent approach to the measurement and monitoring of NCA's global indicators, in order to improve programme management and results documentation. The ability to learn, adapt and improve is another central tenet of an effective RBM system where NCA saw progress in 2019. The opportunity to learn from midline studies was put into practice at the country level during the development of new country strategies (2020-24). Midline data and evaluations informed the development of new theories of change and allowed adaptations of approaches in 2019 and for the new strategic period.



### Digitalized programme management

To ensure and further enhance the quality of monitoring management of programmes and projects, 2019 focused on (i) maintaining the organisational progress on frequent digital data collection (DDC) and (ii) capitalising on DDC by advancing NCA (and partners) staff skills to be more data-driven in its programming. As of 31 December 2019, all country offices utilised DDC at various tasks (needs assessments and remote monitoring) and at various frequencies. A majority of COs now use open source Kobo Toolbox as their default DDC tools, following an organisational decision to move from Magpi to Kobo. To strengthen NCA staff skills to utilise the data collected, NCA HO conducted several trainings (in Addis and virtually) on data analysis and valuations on the Power BI platform. The ability to identify needs and apply different digital solutions in the programme cycle increased in 2019. The Somalia programme continued to embrace digitisation in its programme implementation and monitoring. As part of a Cash and Vouchers Assistance project (CVA), REDROSE was used to register beneficiaries, Cash for Work and distributing hygiene kits to right holders in the WASH programme. To address food security in a WFP funded project in Gedo, the SCOPE platform was used to implement cash programming. In Tanzania, NCA piloted the digital platform JamboMaisha.Life ('Hello Life'). This is an information and communication platform to provide access to bundled services for small holders (other rights holders at later stages), including: buying and selling together, training, crop and health insurance, weather forecasts, and access to e-extension models. The intention is to bring together multiple stakeholders in one platform. The initial piloting in 2019 has demonstrated the enormous potential of using an online digital member-based database to collect and disseminate information to rights holders.

### Learning through evaluations and research

2019 laid the groundwork for evaluations strengthening at NCA, with a renewed commitment to a coherent organisation-wide approach, partnerships with research outfits, and the introduction of a long-term evaluation roadmap. Initiatives started last year aimed to enhance utilisation by securing independence, credibility and participation should crystallise in 2020.

In 2019, NCA conducted 16 evaluations of its programmatic interventions in 12 countries and a global evaluation (see table below). Of these 17 evaluations, 58% were external, i.e. led entirely by an evaluation team with no NCA members. As for the rest, many of the internally-led evaluations had some form of external support.

A cursory glance at these evaluations suggests that internal evaluations are just as critical as external ones, and in many cases

more concrete in its recommendation. That said, in general most evaluations would benefit more from actionable recommendations. This will be given attention as NCA go forward.

A sample of annual country reports suggests that NCA can utilise evaluation for accountability purposes in terms of documenting results. The ability to learn and adapt programmes based on evaluations is less clear. This is arguably premature for evaluations completed in late 2019 and is obviously connected with the lack of actionable recommendations.

However, there are some concrete and promising examples where country offices have demonstrated the ability to absorb findings and change programming.

- Findings from the mid-term reviews in Somalia heavily influenced the design of the new country strategy 2020-2024. On the programme level, changes as the result of implementing recommendations is illustrated by a significant drop (from 37% to 16%) in reported diarrhoeal frequencies, due to new approaches.
- In Tanzania an evaluation of the profitability of economic empowerment projects supported current activities and/ or provided insights already acted on with promising results. Examples included testing of micro-insurance schemes for farmers and knowledge about the return rate on various vegetables.
- Recommendations from the global civil society evaluation-informed the NCA's civil society / partner assessment work.

Last year there was a renewed effort to team up with universities and research centres, both in Norway and abroad. In many instances, this collaboration is at a nascent stage or still limited in scope (for example, with the London School of Hygiene & Tropical Medicine, on hygiene issues). There are also examples of a more formalised collaboration, such as with the Norwegian University of Life Sciences (NMBU, Ås) on micro-investment and food security in Malawi, CMI on female genital mutilation baselines, and measurements in Ethiopia or the University of Oslo/ Ragnar Frisch Centre for Economic Research on a randomised control trial on social contact among youth in Myanmar.

NCA will in 2020 continue to strength partnerships with educational and research institutions, and build in-house capacity to both manage and conduct evaluations and encourage the use of different types of evaluation models. There will be a push for innovation in evaluation designs, mainly experimenting with the use of 'big data' and distilling lessons on the use of RCT. Similarly, the approach to knowledge dissemination and learning will be made more systematic, including on the public dissemination of key findings.







## 5. HUMANITARIAN RESPONSE

### Key Achievements

Between 2016-2019, NCA has responded to different types of humanitarian crises, from quick and slow onset natural disasters to conflict and post-conflict settings, reaching 7,370,000 people. NCA responses to quick onset natural disasters are comparably short in timeframe, as NCA will initiate a response within 48 hours of a disaster, and then phase-out when the area is sufficiently resilient to cope with the recovery phase. In contexts where NCA has a development program and especially one with local partners, the humanitarian phase-out is to the NCA Country Office. NCA has responded to large scale disasters such as earthquakes in Nepal, Haiti, and the Philippines, drought in Somalia and flooding in Malawi. Other quick onset responses include to disease outbreaks, especially cholera /acute watery diarrhoea, such as in Somalia, South Sudan and DRC.

The majority of NCA's humanitarian response are directly linked to on-going regional or intra-national conflicts or post-conflict environments, such as in Afghanistan, Iraq, Syria, Nigeria, Niger, Cameroon, Mali, South Sudan, Sudan, Somalia, DRC. Many of these responses are in conflict-prone countries with complex humanitarian and security situations, often protracted protection crises doubled with local and large-scale natural disasters, such as Somalia, Darfur, Nigeria and others. Other responses are to displacement and refugees, such as in Bangladesh, Pakistan, Lebanon, Turkey, Palestine, Myanmar, Greece, Serbia, Macedonia, Angola, Ethiopia, Tanzania, Malawi, Zambia, Burundi, and Western Sahara.

Responses in 2016-19: • Bangladesh, Pakistan, Afghanistan, Iraq, Syria, Lebanon, Turkey, Palestine, Myanmar, Nepal • Greece, Serbia, Macedonia • Angola, Nigeria, Niger, Cameroon, Mali, South Sudan, Sudan, Ethiopia, Somalia, Tanzania, Malawi, Zambia, Burundi, DRC, Western Sahara • Haiti

### Accountability to Affected Populations & Humanitarian Principles

NCA's global strategy, *Faith in Action*, states that NCA is committed to putting people affected by crisis and their needs at the centre of the response. Ensuring accountability is deeply rooted in NCA's core values and is a fundamental principle that informs behaviour and helps define NCA's approaches. NCA is mandated to provide aid wherever it is needed, adhering to the humanitarian principles of humanity, impartiality, independence and neutrality. The humanitarian principles provide a framework which is consistently consulted and debated throughout the responses.

Over the whole reporting period, NCA has worked hard to ensure accountability and to uphold humanitarian principles. NCA and partners have focused on training for staff and partners in CHS, and have implemented formalised complaints & response mechanisms in all humanitarian operations, whether long or short term.

Engaging the affected people in a participatory manner is fundamental to adhering to the principle of humanity, to reach those most in need. This is ensured throughout the program cycle and through a variety of mechanisms: regular meetings with communities (DRC and Malawi, Palestine, Somalia, Sudan), kick off meetings with expressed expectations (Ethiopia, Haiti and Mali), supporting local community capacity building in preparedness and resilience (Pakistan and Palestine), and through complementary (qualitative and quantitative) monitoring mechanisms including satisfaction indicators (Angola and Ethiopia).

In addition to open two-way dialogue, NCA provides channels for anyone to submit complaints to NCA on its performance, deliveries or behaviour through an NCA's complaints and response mechanism (CRM). The CRM, which was revised in 2019, includes ways in which members of communities can raise concerns of operational, programmatic, and staff-related nature, and have them heard and acted on. All NCA COs and humanitarian operations must have a local CRM for partners, communities and other stakeholders. The mechanisms for raising complaints are adaptable to context using pen and paper, SMS, web-based solutions, face-to-face, mediated – all of which respect the complainants' confidentiality, and all of which allow for feedback to the complainants. A formal Complaints Team reviews and assesses all complaints received at HO and prepares an action plan to redress the complaint. The recommended action plan is allocated any necessary resources by the Complaints Board at the HO. Complaints and feedback that can be resolved by action at a CO level are forwarded to the relevant CO, if this will not compromise the safety or confidentiality of the people involved in the case.

NCA's monitoring system and tools include collection and analysis of data, discussions and reflections with partners. Reflective sessions capture people's perceptions of the response, and possible impact on or challenges to humanitarian principles and standards. The monitoring system captures changes as needs and conflict lines shift and require adjustment of the response. Risk management is part of monitoring and follow up. In hard-to-reach areas, NCA uses remote monitoring, entailing the use of tele-

phone or SMS, community monitoring or third-party monitoring.

NCA's humanitarian responses are evaluated in line with NCA's evaluation policy, by external evaluators, often together with NCA and/or partner staff to harvest recommendations and lessons learned to improve existing and future responses. Evaluations look at results against monitoring frameworks, as well as the extent to which NCA has provided a principled response adhering to the CHS commitments and humanitarian principles.

### Humanitarian Access

A key and growing issue during the reporting period has been NCA's ability to access those most affected by crisis. Notwithstanding sometimes huge logistics constraints (such as non-existent, unmaintained or damaged transport infrastructure in many countries especially those in conflict), increasingly governments and non-state actors are placing restrictions on how, where and with whom NCA and other humanitarian agencies can work, including the people we seek to support. This risks compromising principles of humanity, impartiality and neutrality. NCA works with other INGOs, local and national NGOs, the UN and other International Organisations to remove these restrictions. With some degree of success.

For NCA's Bangladesh programming, the issue of humanitarian access is defined by an ongoing contest between the real needs of more than 860,000 people, a logistically difficult terrain especially in the wet season, and overly limiting and bureaucratic approval processes of humanitarian projects. In particular, the arbitrary approval of what is and what is not humanitarian restricts NCA's ability to deliver much needed GBV services in the camps. Project approval is required every six months, adding an unnecessary bureaucratic burden.

In addition, access can be constrained by security concerns. NCA's duty of care to our staff, our partners and our beneficiaries demands that we ameliorate risk as much as possible and, if necessary, halt operations until such time as we are able to do so.

### NCA Added Value

NCA's biggest added value lies in being a partner-focused organisation with long term engagement, which unlocks access to hard to reach areas and brings with it the much-needed trust and community buy in. NCA's partner-based approach, allowing us to work with local structures at the grassroots level also means

that we often have a deeper knowledge of the affected communities than other actors. The local partners have easy access to sensitive areas, and this serves as a great asset to NCA and reduces risk. As a member of the ACT Forum and in some cases joint country offices with ACT partners, NCA and partners can offer a broad range of expertise. At the same time, NCA's global and institutional capacity allows us to implement projects directly if such an approach is required.

Another added value is the possibility of releasing NCA own funds quickly to begin an emergency action while waiting for the resource mobilization process to expand the scope.

### Global credibility

Alongside the country presence and action, NCA's global profile in GBV and WASH has increased. In the global WASH Cluster, GBV AoR and Call to Action on Protection from GBV in Emergencies, NCA plays a significant role in operational, technical and strategic input. Additionally, over the past three years NCA has played an increasing role in other global GBV and WASH initiatives – the Sphere handbook revision, the various innovation initiatives (e.g. ELRHA's HIF and with Innovation Norway), and in other technical forums.