



WORKING TO UPHOLD HUMAN DIGNITY

Norwegian Church Aid final report 2005 – 2010



NORWEGIAN CHURCH AID
actalliance

Cover:

Active citizens and strong institutions give hope that change is possible.

These girls from the Somali region in Kenya are informed about female genital mutilation.

Coverphoto: Bente Bjercke/Norwegian Church Aid

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1.0 INTRODUCTION

This report describes the results from Norwegian Church Aid's (NCA) international work, as they relate to the organization's Global Strategic Plan for the period 2005 to 2010. It also constitutes the formal Final Report to Norad under agreement number GLO-04/268.

The report covers all NCA activities under our international work, regardless of funding source. For NCA, it is important that we are able to assess results in relation to the total resources we are able to mobilize for a given global thematic priority or specific country program.

In 2010, Norwegian Church Aid received NOK 227 million from Norad, which enabled us to support 355 projects in 35 countries. By comparison, the 2009 Norad allocation was NOK 163 million. The significant increase in 2010 is the result of Norad taking over the administration of some of the Ministry of Foreign Affairs funding to NCA, most notably the Strategic Partnership Agreements with Embassies. With these and other resources, NCA has saved lives, mobilized and empowered poor men and women, and challenged churches, governments and corporations from local to global level to become change agents for justice. Our sincere thanks are extended to Norad and the Norwegian Ministry of Foreign Affairs for their support, without which the results presented in this report would not have been achieved.

In this report, we assess our results from different perspectives. In **Chapter 2** we take a geographic perspective, taking into account external factors in the local context, funding trends, and what NCA and partners have achieved because of NCA's presence in a region. In **Chapter 3** we look at results from the perspective of NCA's integrated approach, focusing on achievements in NCA's emergency assistance and global advocacy work. **Chapter 4** summarizes results in relation to NCA's global thematic priorities, and comprises the bulk of the report. In **Chapter 5**, we look at results from the perspective of NCA's Agenda for Joint Action. The rationale for the Agenda for Joint Action has been to maintain flexible funding to support local partners' priorities and stimulate greater local ownership. Although there are examples of how **NCA has contributed to strengthen civil society** throughout this report, they are best summarized in Chapter 4.1 and Chapter 5. **Chapter 6** provides an overview of main evaluations carried out during the period, and some lessons learned. In this introductory chapter, we have also chosen to highlight some future challenges, and based on the experiences from 2005 to 2010, how we plan to meet these.



Advocacy is part of Norwegian Church Aid's integrated approach. Here from the climate negotiations in Cancun, Mexico. Photo: Silje Ander/ Norwegian Church Aid

1.1 REFLECTIONS ON NCA'S COMPARATIVE ADVANTAGE AND RESULTS

As we take stock of NCA and partners' results in this report, we recognize that bringing about real change takes a more systematic and sustained effort than is often envisioned. As we end this strategic planning period and articulate our ambitions for the next five years, we have tried to reflect upon the best of our heritage as a Norwegian faith-based organization, as well as what decades of development practice have taught us about poverty and social change. It is these lessons that we must take with us as we move forward. The following provides reflections on some of NCA's capabilities and comparative advantages and how we believe they contribute to the achievements presented in this report.

Religion and Development

From 2005-2010, NCA has continued to realize the added value of our identity as a faith-based organization. A main strategy is to strengthen the capacities of religious actors and faith-based partners to be a positive force for justice and human dignity. We acknowledge that religious actors represent powerful structures with great potential to mobilize members and society for positive change, but in many contexts they can also represent a hindrance to justice and development. NCA's history as a faith-based development organization, *Bistand, Tro og Politikk* (Aid, Faith and Politics) by Aud V. Tønnesen (Gyldendal Norsk Forlag AS, 2007), was commissioned and published in 2007 to commemorate the organization's 60th Anniversary. The book provides a critical historical analysis of the organization's development over six decades and our own changing perspectives and lessons learned on

religion and development. This analysis, together with ongoing lessons learned from recent practice, have provided the framework for NCA's vision, mission, standards and commitments for the years to come. These commitments are set forth in NCA's Policy Document, *Together for A Just World*, which was approved in 2008.

Both our 60-year history and lessons learned during 2005-2010 indicate that, on balance, NCA's strategy of working with religious actors and faith-based institutions has been a powerful change strategy:

- Faith actors have shown themselves to be effective change agents in addressing sensitive social issues that require change in deeply held beliefs and traditions, especially when they are able to mobilize their own institutions and teachings as arenas for change as well as symbols of hope. This is especially evident in work on HIV and AIDS, and gender-based violence. (See especially Chapters 4.2 and 4.4).

- Faith networks and platforms have shown themselves to be legitimate and effective actors on issues of accountable governance and economic justice, when they empower poor people as active citizens, do good evidenced based policy work and use their ethical voice to challenge duty-bearers. In recent years, this has been especially evident in work on budget monitoring and local government, climate justice, illegitimate debt, and extractive industries. (See especially Chapters 3.2, 4.1 and 5).



Faith actors are effective change agents. Consultation in Amritsar in India, in the Punjab State level interfaith structure of ICP India.
Photo: Benjamin Sæverås



Women carry water containers from a water point at Deleij camp near Garsila, West Darfur. ACT Alliance and Caritas Internationalis have been present in the Darfur region of Sudan through the Norwegian Church Aid operation since 2005. Photo: ACT/Caritas/NCA/Moha med Nureldin

- Religious actors and institutions have also demonstrated their potential as peacemakers, when challenged to work on agendas of dialogue and reconciliation. (See especially Chapter 4.5).

- Faith-based institutions continue to be major service providers, especially in health and education. They are effective service providers when they provide relevant and quality services to poor and marginalized groups and when their services contribute to an overall improvement in public service delivery. (See especially Chapter 5 and examples from Malawi and East Jerusalem).

NCA has added value to the work of religious actors and faith-based partners when taking on the following roles:

- Challenger and agenda setter – helping partners to adopt new ways of working (rights-based approaches/ advocacy) and address new or sensitive issues, such as gender-based violence, HIV and AIDS, and climate justice. (See especially Chapters 4.2 and 4.4).

- Facilitator of intra-faith and inter-faith dialogue, cooperation and action. This has resulted in the establishment of agenda-specific inter-faith platforms, for example peace and reconciliation in India and the

Horn of Africa, as well as inter-faith cooperation on HIV and AIDS in Southern Africa, Eastern Europe, Southeast Asia and Central America. (See especially Chapter 4.2 and 4.5).

- Broker of horizontal and vertical linkages between faith-based partners with their broad constituencies and knowledge-based resource organizations or specialized interest groups. Examples include work in Tanzania on mining issues, in Guatemala on gender-based violence, and in Malawi on health service delivery. (See especially Chapters 4.1, 4.4 and 5).

Strengthening civil society and a commitment to rights-based approaches

Insight into how NCA's perception of civil society and its crucial role in development has developed over time can be found in *Aid, Faith and Politics* (Tønnesen, 2007), which provides a critical historical analysis. Our history shows that local churches were often NCA's main entry point for development assistance. So from our earliest days, there has been a strong belief in the importance of local people owning their own development, and a strong commitment to international support of local institutions. In 1989, NCA opened itself up for its first

organizational evaluation by Southern partners, and this set in motion a major shift in our understanding of development. The World Council of Churches organized the evaluation, and the evaluation team was comprised of representatives from Africa, Asia and Latin America. These Southern voices in particular challenged NCA to strengthen its work on the needs of women and youth and on addressing the underlying causes of poverty. Since then, NCA has increasingly understood development to be a matter of justice in which unfair power balances must be addressed. The 1989 evaluation from the South also prepared NCA well for the decade of the 1990s and the emerging model of civil society as a third sector which organizes people as citizens and provides necessary checks and balances to state and private sector power. The evaluation was also instrumental for the emergence of NCA's partner strategy. From the 1990s onward, there was a clear strategy in NCA to reduce own operational interventions and work with and through local partner organizations.

Our international work to strengthen local civil society has also inspired us to reassess our own role and identity within the Norwegian context. In recent years, our work in Norway has evolved from a focus on fundraising and information to mobilizing people and churches for global justice through a range of actions, including participating in campaigns and political advocacy as well as raising funds for development. (See Chapter 3.2 and the Climate Justice case).

From 2005-2010, NCA has given particular priority to strengthening our rights-based approach as a main strategy for active citizenship and accountable governments. As a result, we have worked more systematically in assisting poor individuals and communities to understand and claim their rights and in engaging duty-bearers to fulfill their obligations in upholding and delivering these rights. During this period, we have worked on Civil Society for Accountable Governance as a separate program area. We have learned that work to empower poor men and women as active citizens and to challenge duty-bearers on transparency and accountability is crucial for local democratic ownership and sustainable development. In the next period, we will endeavor to integrate this as a cross cutting approach in all of our programs.

During the period, we have gained insights from working with a rights-based approach in diverse political contexts. We have learned that when we start with local community development as the entry point, it is possible to work

from a rights-based approach even in contexts of fragile states (e.g. Afghanistan) or limited political space (e.g. Vietnam). In the future, NCA will continue to systematize the lessons learned from adapting rights-based approaches to a diversity of contexts.

NCA Integrated Approach

During the period, NCA has also strengthened our value-added of working from an integrated approach: linking emergency response, long-term development assistance and advocacy. By integrating these approaches we aim to assist people in acute need, build poor communities' capacities for development and address the root causes of poverty and injustice.

Some of our main achievements in strengthening the integrated approach:

- Strengthening advocacy work within our long-term development projects. Examples of how we have made linkages between service delivery and advocacy can be found in Angola (water and local governance), Tanzania (livelihoods and public expenditure tracking), Malawi (health delivery and advocacy on national health policy) and Vietnam (using HIV and AIDS and health services in prisons as entry point for expanding space for new humanitarian actors, including faith-based organizations). A challenge for the future is to further strengthen advocacy capacity in our partner organizations and Country Offices and strengthen linkages between local and global advocacy initiatives (i.e. rooted advocacy).

- Strengthening rights-based and long-term development perspectives in our emergency response. This includes achievements, in for example DRC, in developing a more holistic approach to care for survivors of conflict through work with psychosocial assistance, the right to protection and implementation of UNSCR 1325. It has also included using emergency as a platform for long-term capacity development of local partner organizations, as was the case in Burma after Cyclone Nargis in 2008. In Mali, NCA has in 2010 seen the impact of 25 years of long-term assistance to improved food security on disaster risk reduction. Mali has faced a potentially catastrophic drought in 2010, but due to long-term investments, community capacities, regional cereal stores and fodder storage for livestock, the negative impact of the drought has been substantially mitigated. (See Chapter 2, Western Africa).

1.2 COMMITMENT TO IMPROVING QUALITY

At the end of this plan period we have identified key organizational improvements needed to continuously lift the quality of NCA's work. More than 60 years in the business has taught us the importance of professionalism in our work. We need to constantly learn from practice and research, adjust our strategies accordingly and invest in high quality human resources and other necessary organizational capacities. Based on lessons learned from this strategic plan period, NCA will give particular focus to the following future investments in quality:

Concentration

In 2005, NCA supported programs in 65 countries. We approved an ambitious Global Strategic Plan (GSP) and there was an expectation that all country programs should, in some way, take on all of the GSP thematic priorities. As a committed member of our international

ecumenical network, we were very proud that we were able to contribute resources to so many parts of the world. During the period, experience and evaluations have shown us that we have been spreading our resources too thinly if we really want to make an impact. To increase our value added to the partners and programs we are supporting, we will concentrate our resources to fewer countries and develop more distinct thematic programs. Norad's organizational review of NCA in 2007 was of significant importance in this regard, both challenging and supporting NCA in a process of concentration. We have reduced NCA's countries of operation from 65 in 2005 to 40 countries in 2010. Our ambition is to further reduce our portfolio to 25–30 priority countries by the end of the next plan period. Our ambition is to build up sustainable programs with sufficient flexible and predictable funding in the remaining priority country programs. The following provides an overview of geographic concentration during the period:

2005	2006	2007	2008	2009	2010
65	63	58	53	50	40



*Compliance to Humanitarian Accountability Partnership's Standards (HAP) requires consultations and participation of the rights-holders.
Photo: Hege Opseth/ Norwegian Church Aid*

In the new plan period, NCA also has the ambition to develop 12 Global Thematic Programs, where each Country Program will be asked to choose a maximum of 5 programs for implementation at country level.

Accountability

One of the major challenges to local ownership of development is the absence of downward accountability mechanisms. In the beginning of this period, NCA did not define poor people (rights-holders) as a main stakeholder. The rationale was that it was mainly NCA's local partners who related directly to the rights-holders. At the end of the planning period, NCA has recognized the need for good accountability mechanisms towards both partners and rights-holders as essential when implementing a rights-based approach. Experience also shows there is need for many actors in society to improve their accountability mechanisms to poor citizens.

If we are going to ask partners, local governments and international corporations to live up to these standards, it is important that NCA has our own systems in place. The ACT Alliance, as it has developed, is an important arena for NCA to practice accountability to partners in the Global South. Over 75% of the members of ACT come from the South and each organization has one vote in ACT's General Assembly. In the ACT Governing Board, only 4 out of 22 members are coming from Europe. A decision-making structure that gives a majority vote to the recipients of aid is an important accountability measure for NCA.

In 2009, NCA also started the process of applying for certification under the Humanitarian Accountability Partnership's (HAP) Standards in Accountability and Quality Management. HAP is an NGO-based network, which will monitor NCA compliance to key standards of quality and accountability to rights-holders, host communities, partners and other stakeholders. In 2010, NCA has worked actively to get standards and systems in place and expects to achieve HAP certification in 2011. More information on HAP can be found at <http://www.hapinternational.org/pool/files/2010-hap-standard-in-accountability.pdf>

Anti-corruption work

NCA is committed to zero tolerance on corruption and makes public, on an annual basis, corruption cases identified in its own program portfolio and steps to address

them. Norwegian Church Aid has zero tolerance with respect to corruption and financial irregularity, and is proactive with anti-corruption initiatives.

Norwegian Church Aid works in some of the world's most corrupt countries and in contexts of war and conflict. Based on knowledge and experience built up over 60 years of development work, Norwegian Church Aid has developed robust systems for detecting and preventing fraud and misuse of funds.

Norwegian Church Aid insists on transparency in all work against corruption. From 2008 onwards NCA has published an annual report of the fraud and mismanagement cases which NCA has addressed during the year.

From 2008-2010, NCA has exposed and addressed 22 corruption cases. The majority of these cases are related to our cooperating partners, while 5 cases are concerning Norwegian Church Aid Representations. The scope and volume varies greatly from one case to the next. Some of the cases have been very complicated, some ending up in the local court systems where they have continued for several years. Not all cases investigated, however, are corruption and fraud. Further investigation shows that a number of incidents arose due to local partners' weak management, financial control and reporting systems.

The Report on NCA's Approach to Fighting Corruption for 2008, 2009, and 2010 can be accessed from the following links:

<http://www.kirkensnodhjelp.no/en/News/Latest-news/Anti-corruption-work-2010/>

<http://www.kirkensnodhjelp.no/en/News/Latest-news/Anti-corruption-work-in-2009/>

<http://www.kirkensnodhjelp.no/aktuelt/nyhetsarkiv/Apenhet-og-risiko-i-bistanden/>

Organizational capacity

During the period, NCA has made strategic investments in some key areas that are important for improving our professionalism. In 2007, NCA launched an electronic version of **Routines and Guidelines**, which provides standards and procedures for many aspects of our international work, including human resource management, crisis management, and planning, monitoring and evaluation.



Norwegian youth are visiting Bangladesh to learn more about Norwegian Church Aid's work in the country.
Photo: Heidi B. Bye/ Norwegian Church Aid

From 2007, we significantly improved our **global financial management system** with the introduction of Maconomy, which has been systematically rolled out to NCA country offices throughout the period. In 2010, we were able to produce consolidated global accounts using the new global finance system. From 2009, we also began work to introduce the 360 **Document Handling System**. In 2010, this system was fully implemented at Head Office and in a number of Country Offices and it has improved access, sharing and archiving of information in NCA.

In May 2010, NCA's Board approved the new Global Strategy for 2011-2015. As we look to the future, we see that empowered and engaged employees and committed leadership are our most important organizational assets. An Assistant General Secretary position with a focus on organizational development was established in 2008 and filled in 2009. We are already seeing positive impacts on working environment, leadership and staff development.

One improvement that was institutionalized in 2010 was **global Senior Management Training (SMT)** for NCA Country Office Management Teams. NCA Country Offices are lead by Norwegian/expatriate staff and supported by a nationally recruited management team. The local managers constitute the continuity and the institutional memory of NCA in a given country. In addition to their professional contributions, they possess invaluable expertise on country context. They facilitate relations to national government and provide advice on labour laws and other regulations. They have longstanding relations with the partner organizations and good knowledge of international and local civil society organizations in the country. While NCA Country Representatives participate in Global Leaders Forums twice a year in Oslo, local managers have, in the past, not had access to systematic leadership development. The first training session for local managers was introduced in Eastern Africa in 2008, and from 2010 NCA has committed to provide annual

SMT for all Country Office management teams, which also includes the NCA Country Representative. Responsibility for the global SMT lies with the Assistant General Secretary, as part of his overall responsibility for leadership development and organizational learning in NCA. All leadership development in NCA is now being facilitated by internal resource persons, which ensures cost-effectiveness, relevance, improved communication and follow up. Feedback from the local managers so far has been overwhelmingly positive.

In December 2010, NCA's Senior Management Team decided to initiate an Organizational Development Project (ODP). An internal project team, lead by the

Assistant General Secretary, was appointed to lead and facilitate the ODP over a 2-year period from 2011-2012. The main motivations for this project are: the need for continuous improvement of performance, and a commitment to translate the ambitions in new Global Strategy (GLS) 2011-2015 into practice through better approaches to organizing work and accountability practices. The ODP aims to identify organizational adjustments that will enhance overall performance, stimulate the collegial work environment and improve on efficiency and effectiveness. The ODP will provide for structured consultation of all staff and active cooperation with the Labor Unions. It is designed as an ambitious project, which will affect the whole organization.

1.3 TOWARDS DEVELOPMENT EFFECTIVENESS – FUTURE CHALLENGES

Finally, we look to the future and identify some of the challenges as we continue to work on an agenda of development effectiveness. In the next period, NCA will need to respond to new challenges within development aid. One important trend is the changing aid architecture where new aid actors are emerging (e.g. new South donors, private foundations, etc) to challenge traditional actors and agreed standards for international development. Other challenges include: the militarization and subsequent shrinking space for humanitarian aid with resulting security challenges; new challenges and opportunities in promoting active citizenship and participatory democracy and increased scrutiny on the role and results of aid. We also observe a disturbing trend that self-interest is re-emerging as donor governments' main motivation for development aid, as opposed to a duty-based approach rooted in international conventions and agreements.

At the 2008 High Level Forum on Aid Effectiveness in Accra, NCA and civil society representatives from around the world called on donor and recipient governments to look beyond aid effectiveness, recognizing that aid alone will not eradicate poverty and achieve justice for poor and marginalized communities. The concept of development effectiveness was launched, highlighting that the only true measure of aid effectiveness is its contribution to the sustained reduction of poverty and inequality, its support of human rights, human security

environmental sustainability and gender equality.

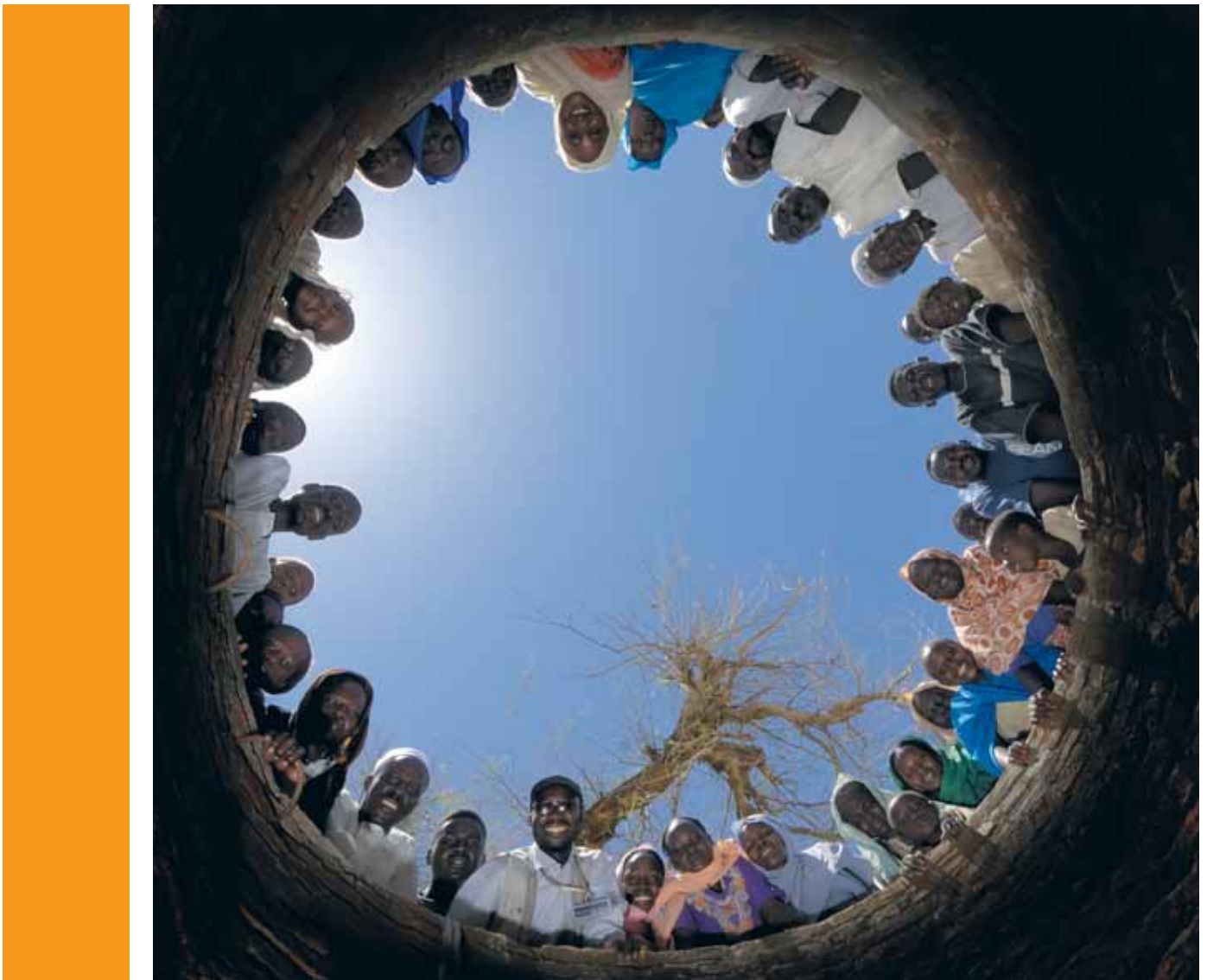
Aid is not enough – the call for policy coherence

During the period, NCA has contributed actively to Norwegian political discourse on the importance of coherence between Norwegian development aid policy and other areas of Norwegian foreign policy, which affect the political, economic and social rights of the poor. (See Chapter 3.2).

Understanding that aid is a crucial, but insufficient, measure to address global poverty, NCA will aim at using our development assistance more strategically to promote coherent policies that address poverty and inequality in key issue areas, including trade, investment, taxation, migration and security. NCA also supports and will promote the recognition of civil society as a development actor in its own right.

Building the ACT (Action by Churches Together) Alliance

NCA is committed to the continuous improvement in the way development aid is channelled and used. To this end, we will carry forward and deepen the principles of the Paris Declaration (2005) and Accra Agenda for Action (2008). The fragmentation of aid programs and actors remains a particular challenge for civil society. Because



Norwegian Church Aid is part of ACT Alliance, a global alliance of church-based development organizations with more than 100 members from all continents. Photo: Paul Jeffrey/ACT Alliance

civil society organizations have an important role in organizing and giving voice to different interest groups, we have a particular responsibility to defend and promote the value of diversity. At the same time, civil society development actions need to be well coordinated to ensure the best possible impact. In the coming period, the ACT Alliance will be NCA's main instrument for promoting principles of good development: democratic ownership, harmonization and coordination, mutual accountability and results.

Norwegian Church Aid has, since our inception, been part of a global network comprised of independent organizations from both the North and South. Over the last 15 years, we have worked continuously within this network to strengthen cooperation and harmonisation among the members. In 1995, coordination in emergency response was significantly improved with the establishment of ACT International. In 2007, ACT Development was established to improve the coordination and quality of

the network's long-term development and global advocacy work.

January 2010, ACT International and ACT Development merged to form the ACT Alliance, creating a global alliance of church-based development organizations, with more than 100 members from all continents with almost 75% of the members coming from the South. The ACT Alliance works in some 125 countries, with approximately 30,000 employees, and mobilizes more than USD 1.5 billion annually, making this one of the largest international CSO alliances. In October 2010, ACT Alliance held its first Global Assembly in Arusha, Tanzania and elaborated a Strategic Plan for 2011-2014. Alliance members committed to working together on the following 6 strategic aims: (1) Sustainable development through empowerment, (2) Efficient and effective emergency response, (3) Advocacy for justice, (4) Quality and accountability, (5) Effective and visible communication, (6) A strong ACT Alliance.

ACT Alliance will give Norwegian Church Aid improved opportunities for both horizontal and vertical cooperation. ACT Alliance will promote common standards, code of conducts, guidelines for accountability and impact assessment, as well as capacity development on a wide range of issues.

The members of ACT are legally independent and the Alliance concept gives room for each member to retain their own institutional identity and priorities. In countries of operation, ACT members will be coordinated through National ACT Forums, providing an instrument for better division of labour and potential for cost saving both in our own organizations and especially in local implementing organizations. This will increase the potential for scaling up programs on a national, continental and even global level. In 2010, NCA together with fellow ACT members – DanChurchAid (Denmark) and Christian Aid (UK) – took steps to make this vision a reality in Zambia. NCA was asked to take lead agency responsibility for the other 2 organizations' portfolios in Zambia. All 3 organizations will continue to provide funding for one merged country program, which will be developed within the framework of NCA's Global Strategy 2011-2015.

Security and risk management

The general security situation for humanitarian assistance has worsened during the last years, especially in contexts of fragile states such as Afghanistan, Pakistan, Somalia, Sudan, Haiti and Iraq. NCA has taken measures to strengthen our own procedures for handling security and other risk factors. Security plans and regular risk assessment remain important tools and training of staff both at Head Office and abroad continues in cooperation with the different Country Offices. NCA has appointed 2 security advisors, which report directly to the Director for International Programs. NCA cooperates with members of ACT Alliance in strengthening security work globally.

The demanding security situation in certain countries also represents a substantial financial risk for humanitarian organizations. We will continue to seek opportunities to share risk analysis and assessments with Norwegian authorities when operating in difficult humanitarian situations and also contribute to build a common understanding of risk and risk sharing with our key back-donors.

Securing long-term, predictable and flexible funding

NCA's own funds from private contributions and major fundraising campaigns have increased over the period and currently stand at slightly more than 20% of total income. Another 15-20% of the organization's funds

comes from other members in the ACT Alliance and other international sources. NCA's ability to mobilize thousands of constituency members through campaigns as well as fundraising is an important indicator of our relevance and autonomy as a Norwegian civil society organization.

During the period, 55-60% of NCA's funding came from the Norwegian government. Of this, the Norad funding has been and will remain crucial for giving us space to support local civil society as a development actor in its own right. Together with NCA's own funds, Norad core funding helps NCA to maintain both a presence and predictable aid flows to local partners in NCA priority countries. A combination of strategic partnership funding (3 year agreements) and flexible Norad funding is vital for NCA's efforts to succeed in demanding environments. The new MFA funding concept of 3 year agreements on selected humanitarian programs will significantly contribute to the predictability and the possibilities for NCA to further ensure a better transition from emergency to long-term development.

Managing for Results

As we move into the next planning period, we see both challenges and opportunities for improving the documentation and communication of our results. We believe the new Global Strategy (2011-2015) provides a better framework for doing so. First, the new strategy articulates more clearly NCA's change strategies for strengthening civil society. We have the ambition of reporting more systematically on how partner cooperation, mobilizing people, mutual capacity development, and alliance building contribute to building vibrant civil society in the countries where we work. The new global strategy also defines 12 specific global thematic programs, which will be the basis for NCA's reporting to Norad under the new Multi-year Cooperation Agreement for 2011-2015. By focusing on these programs, we will also be able to focus on what results we need to track. We have already taken steps to improve input statistics (i.e. spending per thematic program) through better use of the new Maconomy system. We also plan to develop and collect annual data for one global selected output indicator per thematic program. At country level, we will work to develop better outcome indicators at program level. We will also continue to improve the work started during this period to more systematically document qualitative results through narrative change stories. In this way we will work to combine manageable quantitative information, which helps us to track overall trends, with good qualitative information, which provides deeper insights into complex processes of change.

2.0 GEOGRAPHIC AREAS OF INVOLVEMENT

2.1 EASTERN AFRICA



The unresolved humanitarian crisis in Darfur remains a major challenge. The children are greeting UN Secretary-General Kofi Annan when he visited Norwegian ChurchAid in Labado. Photo: Hege Opseth/Norwegian Church Aid

Eastern Africa is a region that continues to be challenged by conflict and poverty, but also blessed with active citizens and improving institutions which give hope that change is possible. Among the external factors that have particularly challenged NCA during the period, we can mention the following:

- Although the Comprehensive Peace Agreement (CPA) in Sudan failed in delivering tangible peace dividends to the majority of the Sudanese people, it succeeded in creating a framework of accountability which was adhered to by the respective signatories. The CPA is therefore seen as an important contribution to a lasting and peaceful solution to the conflict. The CPA led to the merger of NCAs programs in North and South Sudan.
- The continuous and unresolved humanitarian crisis in Darfur remains a major challenge for the international community and NCA.
- In Ethiopia, the failed 2008 elections have reversed an improving atmosphere for civil society and human rights defenders. Shrinking space for civil society has also challenged NCA in Eritrea.
- The situation of “no war – no peace” continues to hold a grip on the Eritrean society. The space for civil society is shrinking and the work situation for NGOs is becoming increasingly difficult.
- In Kenya, both the post-election violence in 2008 and protracted drought have affected NCA’s programs throughout the period and shifted the focus respectively to networking and dialogue and climate change initiatives.
- The escalating levels of civil conflict and international piracy in Somalia have led to a significant expansion of the program.

NCA’s presence in Eastern Africa has remained largely stable during the period from 2005-2010. A lesson from the Sudan fraud in 2004 was the need for shorter lines of management between the Head Office and Country Offices and as a result, the function of the Regional Office in Nairobi was changed in 2006. The Nairobi Office became an Area Office covering the Kenya, Somalia and Uganda Country Programs and the Regional Representative role was changed to an advisor position and eventually moved to Head Office in 2008 and discontinued in 2009. Throughout the period, NCA has maintained a presence through country representations in Eritrea, Ethiopia,

Kenya, and Sudan. In 2005, NCA established a new country representation in Tanzania. NCA’s continued investment in country representations is part of our long term strategy to strengthen local civil society. NCA Country Offices add value to partners’ programs by providing support in the form of relation building, technical assistance and convening spaces for partners to meet and build alliances with other local civil society actors.

The program in Eastern Africa has diversified its funding base during the period. Norad, own funds, and, to a lesser extent, MFA funds continue to provide predictable and long-term funding for the programs. MFA emergency funds declined during the period, mainly due to the Norwegian policy to channel more of this funding through the UN system. In 2009 and 2010, three-year framework agreements were signed with MFA for support to the Nuba Mountains and South Sudan programs respectively. This is a positive development in longterm predictability of MFA funding for these 2 programs.

From 2005 onwards, the main growth in NCA Eastern Africa programs was financed from alternative funding sources. These include: the UN system in Somalia, multi-donor mechanisms in Sudan such as the ACT/ Caritas platform in Darfur as well as Sudan Recovery Fund (SRF), Common Humanitarian Fund/UNDP and European Union in South Sudan. Strategic Partnership Agreements with Norwegian Embassies have been an important source of funding for the programs in Tanzania, Ethiopia and Eritrea. We see potential for increased private sector funding in Kenya and Ethiopia. The NCA Global Strategy for 2005-2010 provided the framework for thematic focus in the region. A cross-cutting priority has been the work to develop civil society capacity on rights-based programming and accountable governance, and to integrate these perspectives into their existing service delivery programs. The midterm revision of the NCA Global Strategy in 2007 brought an increased focus on climate change adaptation and mitigation, particularly in Kenya. The termination in 2006 of the TV campaign funds for HIV and AIDS led NCA to move from a sector to a mainstreaming approach to HIV and AIDS work in the region.

Faith-based networks have remained NCA core partners in the region. During the period we have worked systematically to link these partners to resource organizations, and establish links to relevant competence networks. High priority has been given to facilitating linkages between partners and building alliances. First



A new country program in Tanzania has been established in this plan period. Here from a meeting in a local Vicoba group.
Photo: Marit Lindheim/Norwegian Church Aid

Country	Expenditure 2005		Expenditure 2010	
	Norad	Total	Norad	Total
Eritrea	4 809 102	15 311 000	13 884 610	14 540 241
Ethiopia	10 663 040	23 442 000	9 411 294	19 499 466
Kenya	1 063 975	2 896 000	7 036 620	9 876 951
Sudan	8 554 967	184 065 000	7 642 320	114 804 303
Somalia	1 257 513	5 930 000	2 088 016	16 876 238
Tanzania	165 869	3 663 000	15 503 247	17 937 371
Uganda	406 973	850 000	150 000	150 000
Regional Eastern Africa	7 030 191	12 243 000	941 081	1 268 314
Total Eastern Africa	33 951 630	248 400 000	56 657 188	194 952 884

and foremost we have focused on the ACT Alliance. In addition, we have worked to establish strong country and issue-based platforms: e.g. the interfaith platform on economic justice and extractive industries in Tanzania, the interfaith platform for peace and dialogue in Ethiopia, the religious leaders involvement in community mobilization against piracy in Somalia and a regional interfaith leaders' platform focusing on the role of religions in peace and conflict in the Horn of Africa.

During the period of 2005 to 2009 no country programs were phased out in Eastern Africa, but good progress was made on reducing and consolidating the number of partners and projects. In 2010, NCA phased out the Uganda program. In the coming period, NCA will explore potential for further geographic concentration and consider phasing out of another 1-2 countries.

NCA'S MAIN ACHIEVEMENTS IN EASTERN AFRICA:

- The establishment of a new country program in **Tanzania** has lifted NCA's understanding of how to work more systematically with rooted advocacy. As a result, we see local communities themselves are increasingly taking action to address injustice, poverty and social deprivation. The Tanzania program has given NCA new insight into our role in brokering linkages between local and national level advocacy actors and facilitation of religious leaders joint platforms to support local communities who engage in political advocacy. This program has also put the issue of natural resource governance firmly on NCA's agenda for the next period. (See also Ch.4.1)
- The program in **Kenya** has successfully established a program to address climate change – addressing both adaptation and mitigation challenges, and linking efforts from the community to national and Pan African levels. (See also Chapter 3.2 and 4.6)
- A major achievement in **South Sudan** was the change in approach and content in the NCA program in response to a transition from a conflict to a post conflict situation. This process yielded first hand experience in the difficulties of moving from a conflict mode of programming with a strong focus on basic needs to a post-conflict mode of programming with a stronger focus on rights-based approaches. The transformation of mindset within the population towards the right to participation and active citizenship as a pre-requisite for peace, accountable governance, equitable access to basic services and sustainable nation-building remains the single biggest challenge for NCA within the South Sudan program.
- NCA's role as lead agency in the ACT/Caritas emergency response to the **Darfur** Crisis, has contributed to improved ecumenical cooperation in emergency response. The ACT/Caritas response has become a major international humanitarian actor, securing human dignity for thousands of individuals in the midst of a protracted crisis.
- In **Somalia**, NCA support to community-based anti-piracy engagement has resulted in increased community resistance to piracy as well as the creation of alternative livelihood opportunities for ex-pirates through informal skills training. In this program, religious leaders are the driving force for behavior change through their awareness raising and dialogue initiatives with local communities. NCA has supported and thereby strengthened a process that was anchored in a local motivation to find alternatives to piracy as opposed to an externally imposed motivation. We believe this is a major success criteria for this program.
- In **Eritrea**, NCA launched new community development programs in three geographical areas in 2010, which lay a good foundation for the next five year country plan, particularly for work on climate adaptation, water and sanitation and innovative ideas for food security. NCA has assisted 26,200 villagers to gain access to clean water. Projects to provide households with water are finalized, and some water systems and hand-pumps are partially or fully solar-driven.

2.2 GREAT LAKES

The Great Lakes region continues to be deeply affected by the protracted conflict in the DRC. Among the external factors that have particularly challenged NCA during the period, we can mention the following:

- The security situation in the Eastern Congo and the challenge of addressing gender-based violence, which has systematically been used as a weapon of war.
- The emergency situation in North and South Kivu.
- The poor infrastructure including transportation, particularly in Eastern Congo, which has negatively affected program implementation.

NCA's presence in the region is handled by an area office in Kigali, Rwanda which is responsible for NCA's programs in Burundi, DRC and Rwanda. In addition, NCA has two sub-offices: Bukavu (DRC) and Bujumbura (Burundi). These offices are headed by national program coordinators. In 2009, a third office was set up in Goma to handle NCA's emergency operations and this has since become a permanent sub-office. Under the ACT Alliance, NCA shares offices in this region with other European members, namely Christian Aid and DanChurchAid.

The volume of the Great Lakes program has increased significantly during this period, and the funding base has been diversified. The largest increase has been on the DR Congo program, from approximately NOK 6 mill in 2005 to NOK 26 million in 2010. One important reason

for this is the emergency operation which was set up in North Kivu late 2008. There has also been a significant increase in activities, and funding, related to the fight against gender-based violence (GBV) in Eastern Congo, including a 3-year framework agreement with MFA from 2010. Norad funding in this region has been limited to Rwanda for most of the period, but it is a significant funding which has helped to secure NCA capacity for follow up of partners and programs in all 3 countries. From 2010, the Burundi program has received Norad funding (previously MFA funded) to provide support to former child soldiers, returnees and other vulnerable groups.

In Great Lakes, the process of reducing and consolidating the number of partners has been given high priority as a strategy for improving NCA capacity for follow up and ultimately the quality of our programs. Important achievements have been made in the Rwanda program, where NCA has successfully reduced the number of partners from 41 in 2006 to 11 in 2007. The program has also been concentrated geographically to four districts, and from 2007, NCA has introduced a cluster approach for improving cooperation among the partners in each district. This has resulted in improved cooperation on planning, implementation, monitoring and reporting. This has also improved partners' cooperation with NCA and local authorities, and has enhanced the participation, accountability and transparency of all parties. The partners and projects joined together in the NCA cluster approach are showing substantial and visible impact on the development in these geographic areas. The cluster

Country	Expenditure 2005		Expenditure 2010	
	Norad	Total	Norad	Total
Burundi	0	5 833 000	5 945 687	6 618 376
DRC	0	6 067 000	744 084	26 053 219
Rwanda	6 074 555	10 950 000	3 947 168	9 118 858
Total Great Lakes	6 074 555	22 850 000	10 636 939	41 790 453

approach has recently been introduced to the Burundi and DR Congo programs as well.

After the GSP evaluation of the Great Lakes program in 2007, steps have also been taken to concentrate the work on fewer thematic programs. From 2008, NCA reduced the number of thematic priorities from previously 7 to 2 priorities. These have been the priorities for the remaining period: Conflict Transformation and Peacebuilding, and Civil Society for Accountable Governance. NCA decided to provide emergency assistance when the humanitarian crisis in Eastern Congo escalated in 2008/2009. Access to clean water was a major problem at the outset of the crisis, and this is one of NCA's areas of expertise. The operation continued throughout 2009, with an increased focus on psychosocial support and fighting gender-based violence.



Some of the many women who have been raped in Eastern Congo during the conflict receive support in Dorcas House in Bukavu in order to return to a normal life. Photo: Cathrine Bøe Gjesti/Norwegian Church Aid

NCA'S MAIN ACHIEVEMENTS IN GREAT LAKES:

- In North and South Kivu in the **DRC**, the presence and influence of NCA has helped many partner organizations to develop more holistic understanding of caring for the survivors of conflict and gender-based violence. As a result, they have started to include psychosocial and reintegration support together with basic health services, which has helped survivors to continue their life after treatment.
- There has been an increased focus on combating gender-based violence throughout this period in the Great Lakes region, and especially in **Eastern Congo**. NCA has supported training programs and psychosocial support to victims of GBV, and the construction of new centers for survivors of GBV have been started in both **Burundi and DRC**. NCA's partners have gained higher awareness and competence on GBV, and information and advocacy efforts on this issue have increased.
- An achievement of the 2010 strategic reflection process of NCA programs in **DR Congo** was the merger of the emergency response activities with the long term support initiatives into one country program. This led to a clearer analysis of the programmatic implications of UN resolution 1325 and a rights-based approach and how they can be used more effectively to address the root causes of gender injustice and violations of peace and security in DR Congo. This analysis formed the basis for the elaboration of a 3 year program to combat gender-based violence, provide equitable access to water and sanitation, reintegrate child soldiers and promote women's empowerment. The program is supported by a framework agreement with MFA.
- In **Rwanda**, reconciliation work between ethnic groups remains difficult as the wounds from 1994 are still fresh. The geographic concentration and clustering of partners has improved the impact of this program on the ground. One concrete reconciliation indicator is the higher frequency of inter-ethnic marriages in the villages where NCA is working compared to other parts of the country.
- In **Burundi**, civil society organizations have been empowered to not only focus on emergency relief but also to actively participate in public debate and in influencing the duty-bearers in the country. NCA partners have influenced the contents of the new penal code through campaigns and collaboration with networks to make sure that domestic violence was taken seriously and that women's right to protection was addressed.

2.3 SOUTHERN AFRICA

With the exception of Zimbabwe, the Southern Africa Region has experienced relative political stability during the period, and some countries have shown exceptional economic growth. However, socio-economic injustice remains a challenge and has manifested itself among other things through illiteracy, disease, landlessness, gender inequality, unemployment, unequal wealth distribution, lack of decent shelter, water and sanitation, poor infrastructure, hunger, and lack of sustainable livelihoods. Major challenges remain in the areas of gender and economic justice. NCA's work in the region has given high priority to these issues, including work on basic services as basic rights.

An alarming trend that has continued in 2010 is the shrinking political space for civil society organizations and faith-based partners when addressing issues of human rights or accountable governance. From Malawi, Zambia and Angola there are numerous reports of civil society organizations experiencing increased restrictions and control over their activities. In some cases, they meet resistance when trying to organize demonstrations and other events that should normally be allowed according to national law. Recent criticism from civil society (and the international donor community) related to Human Rights issues, minority rights, lack of participation in political processes, succession of the

presidency, postponement of local elections etc, have been vigorously rejected by governments and the current trends related to open dialogue between state and civil society are not encouraging.

Throughout the period NCA has been present in Southern Africa with offices in Malawi, Zambia and Angola. The NCA office in Botswana was moved to South Africa (Pretoria) in 2008. In addition, NCA has supported partners in Zimbabwe and Mozambique. This is one of the regions that has worked most diligently on geographic concentration. NCA activities have been phased out in Swaziland, Madagascar and Namibia during the period, and further concentration is planned for the beginning of the next period.

The main funding source for NCA in Southern Africa from 2005-2010 has been the Strategic Partnership Agreements programs with the Norwegian Embassies in Malawi, Zambia and Angola. NCA hopes to be able to renew and further develop these strategic partnerships in the coming period, while at the same time diversifying the funding base for these programs. This is necessary to reduce the vulnerability of the programs in the future. The South Africa program experienced a considerable reduction in funding when the strategic partnership with the Embassy came to an end in 2008. NCA plans for a

Country	Expenditure 2005		Expenditure 2010	
	Norad	Total	Norad	Total
Angola	721 882	6 597 000	13 064 185	15 138 745
Botswana	2 097 036	2 879 000	1 175 842	1 345 842
Malawi	6 305 727	37 199 000	16 077 897	29 015 442
Mozambique	1 415 531	1 965 000	1 054 142	1 254 142
South Africa	8 213 738	10 395 000	1 443 942	1 643 942
Namibia	0	315 000	0	0
Zambia	5 629 165	16 566 000	11 253 590	16 585 507
Zimbabwe	969 678	2 640 000	475 000	918 009
Madagascar	0	100 000	0	0
Swaziland	0	100 000	0	0
Regional Southern Africa	6 758 171	9 417 000	11 359 658	12 330 416
Total Southern Africa	32 110 928	88 173 000	55 904 256	78 232 045

continued presence in South Africa, but with a more specialized mandate to work on regional policy and advocacy issues.

In Southern Africa, NCA's core partners are mainly church based. Throughout the period, we have systematically gone through our partner portfolio and phased out a number of partners, based on criteria of size and track record in results. A general trend for NCA's and partners' work in the region is an increased focus on gender justice and economic justice with a particular focus on natural resource governance. For example in Zambia, the program focus has changed from basic education to a focus on gender justice and accountable governance, including natural resource governance – 2 areas where we believe NCA can deliver more added value.



Norwegian Church Aid gives high priority to economic justice issues in Southern Africa in order to give children a better future.
Photo: Hege Opseth/Norwegian Church Aid

NCA'S MAIN ACHIEVEMENTS IN SOUTHERN AFRICA:

- At regional level, NCA has worked to build the capacities of church-based partners to become effective change agents within civil society and society at large. Although difficult to measure, we observe a growing interest and capacity by the churches to challenge duty-bearers on issues of accountable governance, gender justice and economic justice. For example, in 2010 NCA and faith-based partners initiated the Alternative Mining Indaba, which is the first civil society platform in the region to run parallel to the **South Africa** Mining Indaba. The platform has raised concerns about the impact of mining on poor communities and religious leaders are increasingly seen as legitimate spokespersons by African Mining Ministers. (See also Chapter 4.1) There is also evidence of increased willingness for the churches to address sensitive issues, such as HIV and AIDS and gender-based violence, internally within their own doctrine, policies and practice.
- NCA facilitated seminars and leadership training programs which contributed to the creation of an ecumenical platform in **Angola**. This platform works to address the underlying causes of poverty in the country.

This is a huge step forward for the churches, as they have traditionally been associated with service-delivery rather than accountable governance initiatives. (See also Chapter 4.3)

- NCA has helped the churches in the region to address internal issues of gender justice in new ways, by supporting a regional gender audit for the churches. As a result, church leaders in **Zambia** have joined forces and, together with the government, have issued a statement on gender, which commits the churches to fight gender injustices and gender-based violence, and ensure that gender is mainstreamed in policies and programs within the church and in society at large. (See also Chapter 4.4)
- In **Malawi**, NCA's cooperation with the Christian Health Association of Malawi has made significant contributions to improving the quality of nurses education and improving the quality of health care for women and children in poor and rural areas. The enrolment of nursing students has doubled and more than 60 new education facilities have been created. (See also Chapter 5.2)

2.4 WESTERN AFRICA

A main trend for NCA's presence and work in Western Africa during this period has been to concentrate our programs in fewer countries. NCA has gradually reduced its interventions from 8 countries in 2005 to 3 countries in 2010: Mali, Mauritania and Western Sahara. As per 2010, Mali is the only fully fledged country program in the region and the only country in West Africa where NCA has an office.

In West Africa, NCA's main interventions during the period have been in Mali. Within Mali, NCA has continued to focus on Northern Mali, with increased focus on Kidal, Gao and Timbuktu. NCA's main comparative advantages are: a 25 year long history in the region, good local partners and an excellent local staff. Northern Mali remains isolated, under-privileged, conflict-ridden and lags behind in development compared to the rest of the country. Mali is also a priority for Norwegian development cooperation. After a period of relative peace, the security situation in Northern Mali took a turn for the worse in May 2006 with Tuareg rebel attacks on two garrisons in Kidal. This was the start a prolonged period of instability, with frequent rebel attacks on government infrastructure and armed forces. Crime has generally increased during the same period (e.g. theft of livestock, armed robbery,

and car hijacking). Since 2009, the presence and activities of AQIM, (Al Qaeda in the Islamic Maghreb) has become more visible. Observers believe that AQUIM links radical fighters with drug smuggling, using the political volatile and sparsely populated Sahara as a safe haven.

Increased security threats have impacted the development work in Northern Mali. International NGOs spend considerable more time analyzing the security situation with increased costs incurred through more intensive security precautions. Time and money that should be spent on working with the population is now being spent on paying for increased security. These threats of insecurity make it more difficult to monitor and evaluate the programs and partners hence expatriates are often not recommended to travel to the Northern regions. Thanks to qualified and brave local employees and partners, NCA is still able to implement and follow up their programs under very difficult circumstances.

The Mali and Mauritania programs have been funded primarily with Norad funds. Most funds have come from the Norad framework agreement, but these two programs have also benefitted from special budget lines, e.g. Female Genital Mutilation (FGM) in Mali and to some

Country	Expenditure 2005		Expenditure 2010	
	Norad	Total	Norad	Total
Cameron	0	250 000	0	0
Chad	0	200 000	0	0
Equatorial Guinea	0	0	0	0
Liberia	0	153 000	0	-197 510
Mali	10 420 812	14 254 000	18 765 006	25 767 458
Mauretania	2 441 880	3 212 000	2 990 462	2 991 399
Sierra Leone	0	300 000	0	
Western Sahara	0	2 381 000	0	3 306 215
Guinea	0	296 000	0	0
Congo Brazzaville	0	0	0	0
Niger	0	3 024 000	0	0
Regional Western Africa	2 940 354	4 144 000	0	0
Total Western Africa	15 803 046	28 214 000	21 755 468	31 867 562

extent in Mauritania, and funds from Oil for Development to the Publish What You Pay project in Mauritania. NCA has also received MFA funds for Peace and Security in Northern Mali, and funds from the SIDA Local Democratic Governance Program, which has been co-funded by Norway.

NCA has systematically reviewed the partner portfolio and phased out partners, mainly due to size and lack of delivery. This has freed capacity to provide better support and follow up for the remaining partners, particularly in the areas of financial management and organizational development. Since 2007, NCA has worked systematically to train own staff and partners on rights-based approach, and this has contributed to improved quality in the programs.

As regards thematic focus, there has been increased focus on mobilizing local communities for peace and security in Northern Mali, including an ambitious small arms control project in the Kidal region. Within the gender-based violence program, NCA and partners have put more emphasis on the issue of early marriage. HIV and AIDS projects were phased out in 2009.



Leinabou Abdoulaye from Tassakane in Mali has been in India to learn how to make electric light from solar panels.

Photo: Greg Rødland Buick/ Norwegian Church Aid

NCA'S MAIN ACHIEVEMENTS IN WESTERN AFRICA:

- The successful establishment of "local sector committees" has proved to be a significant contribution to strengthening local civil society in **Kidal, Mali**. During the period, we have tracked an increase in public debates at local level, between elected local politicians and their constituencies.
- NCA and partners' work in **Northern Mali** has significantly increased the participation of women in politics and public life. (See also Chapter 4.1)
- NCA has contributed to solar electrification of four villages in the **Timbuktu** region. It has been established that this project has contributed to improved school performance as pupils can learn and do their homework at night.
- Local Committees for recuperation of small arms have been established in all the communes in **Kidal**

during autumn 2009. Around 400 small arms and 36,000 munitions have been collected, and 60 local development projects have been initiated and supported in the communities that have handed in arms. NCA has also contributed to the resolution of a number of local conflicts in the Gao region of Mali.

- In 2010, **Northern Mali** experienced the worst drought since 1984. The situation for the population has been, and still is very difficult and large numbers of livestock have died. However, there is clearly a positive development regarding the capacity of both the Malian authorities and the local communities in dealing with drought and subsequent food insecurity. NCA and local partners have contributed to this through systematic work with decentralized cereal stores, fodder storage for livestock and training and support to community based organizations over the last 25 years.

2.5 MIDDLE EAST AND CENTRAL ASIA

This region encompasses the Occupied Palestinian Areas (including cooperation with Israeli peace and human rights organizations), Afghanistan, Pakistan and Iraq. In addition, NCA supports the regional partner MECC (Middle East Council of Churches) which has programs in Lebanon, Syria and Jordan. The region has experienced widespread conflict through out the period, and a deteriorating security situation has affected NCA's work in these country programs. In particular, we can mention:

- The 2006 war between Israel and Lebanon, and NCA's subsequent relief operations in cooperation with MECC/ ICNDR.
- The 2006 elections in the Palestinian areas which brought Hamas to power and plunged the Gaza Strip into an internal conflict, resulting in a de facto situation of 2 Palestinian authorities, i.e. Hamas in Gaza and Mahmud Abbas in the West Bank.
- The deteriorating security situation in Iraq from 2004-2005, which lead NCA to adopt a model of remote management of the program from Amman, Jordan.
- Continual and escalating security threats in both

Pakistan and Afghanistan, due to the 2009 elections in Afghanistan and also due to escalating presence of the Taliban in both countries, which has fueled anti-Western and anti-Christian attitudes and actions.

During the period, NCA's presence in this troubled region has expanded in response to the growing humanitarian crisis and subsequent Norwegian policy priorities. NCA established an Area Office in Jerusalem in 2005 in order to increase monitoring capacity of existing programs. In the aftermath of the invasion of Iraq, NCA moved the country office from Kuwait to Amman, Jordan in 2005. Expatriate staff was evacuated from Iraq, but the NCA offices in Basrah and Baghdad were kept in operation by national local staff until 2010. In Afghanistan, NCA has a Country Office in Kabul and a sub-office in Meymaneh. In 2007, NCA opened a office in Pakistan to build on work initiated after the 2005 earthquake. Throughout the period, NCA has faced considerable security challenges to keeping these offices open and our staff safe.

In general, funding for programs in this region has increased over the period. The program in the Middle East has substantially increased, mainly due to a 3-year framework agreement with MFA and the Mount of Olives

Country	Expenditure 2005		Expenditure 2010	
	Norad	Total	Norad	Total
Afghanistan	9 639 846	34 366 000	8 436 358	42 555 433
Pakistan	427 680	18 134 000	400 000	18 242 017
Egypt	305 610	300 000	150 000	184 000
Lebanon	145 800	31 000	0	0
Palestinian Areas	2 712 001	7 711 000	2 967 946	21 765 536
Iraq	0	21 737 000	0	18 642 854
Jordan	0	0	0	0
Israel	0	0	200 000	200 000
Kyrgyzstan	0	290 000	0	0
Tadjikistan	0	1 286 000	0	0
Regional Middle East	652 082	909 000	150 000	1 689 972
Total Middle East	13 883 019	84 764 000	12 304 304	103 279 812

Foundation Norway (Stiftelsen Oljeberget). The program in Iraq has depended on MFA funding throughout the period. Humanitarian funding came to a halt in 2010 and the program will be closed in 2011. Funding for Afghanistan has more than doubled in the 5-year period, with the major increase coming from a 3-year agreement with the Norwegian Embassy for Integrated Rural Development. From 2010 a gradual reduction of the grant has been noted. In Pakistan, funding has remained at roughly the same level since 2005. A strategic partnership agreement with the Norwegian Embassy has provided funding for work on gender-based violence and interfaith dialogue and peacebuilding, shifting the focus from emergency work. The serious flood in 2010, however, brought NCA and partners back in full scale emergency operations using NCA own fund as well as funds from MFA and other governments and ACT members. (See also Chapter 3.1)

As regards initiatives to improve quality of work through concentration of the number of partners, thematic priorities and geographic areas, the following are noteworthy in this region:

On geographic concentration, programs in Lebanon, Egypt, Kirgistan and Tadjikistan have been phased out.

In the Occupied Palestinian Territory, there has been a consistent strategy of working with the local churches and local ecumenical organizations with an aim to improve cooperation mainly through building a strong local ACT Forum. While funding has more than tripled, the number of partners has remained the same. In Afghanistan, significant concentration steps have been taken: the number of partners has been reduced from 20 to 14 during the period and as per 2010, NCA assistance has been concentrated in five provinces, as opposed to 14 at the start of the period. The main focus of the work is on Integrated Rural Development, and the program has pioneered exciting work in renewable energy and women's participation (See also Chapter 4.6)

In Iraq, NCA has been mainly operational, providing water and sanitation and capacity support for women's organizations and youth centers. In Pakistan, the program is working in 3 provinces, focused on gender-based violence, water and sanitation and dialogues for peace.

NCA'S MAIN ACHIEVEMENTS IN THE MIDDLE EAST AND CENTRAL ASIA:

- In the **Middle East**, NCA has helped church partners to develop quality health care and education services, which have benefitted thousands of Palestinians living in the Occupied Palestinian Territory. NCA has also contributed to improving the work of the ACT Alliance in the Middle East through development of a Local ACT Forum which promotes coordination and cooperation between the 6 local ACT Alliance members in the region.
- NCA has established a regional program to address UNSCR 1325 in the **Middle East**, bringing together a broad range of actors, including Hamas, around issues related to women, peace and security.
- In **Iraq**, NCA has successfully delivered water pipes and water purification systems to villages, hospitals and schools. Youth centers have been supported in Baghdad and Basrah, which have provided psychosocial

support and skills training for children and youth and supported women's organizations. The program was evaluated by MFA in 2010 and received high scores in spite of major security challenges.

- In **Afghanistan**, NCA's main achievement has been the significant contributions made to improving rural livelihoods, empowering communities to understand basic developmental concepts and increasing women's participation in these processes. In a small way, we believe this is a contribution to deepening democracy in a country where more accountable governance is crucial for future peace and security.

- Two top achievements in **Pakistan** include the successful delivery of relief after the 2005 earthquake and 2010 floods (see also chapter 3.1) and getting gender-based violence higher on the agenda of local partners.

2.6 SOUTH AND SOUTHEAST ASIA

During the plan period, NCA has had country programs in Burma, Thailand, Laos, Vietnam and Indonesia in South East Asia, and in Bangladesh, Nepal, India and Sri Lanka in South Asia. From 2005-2010, natural disasters and civil conflicts have affected NCA and partners' response in the regions. In particular, the following factors have affected NCA's work:

- Because conflict areas in Eastern Burma cannot be reached from Rangoon, NCA has continued to support cross border humanitarian operations from Thailand.
- Cyclone Nargis in 2008 lead to a major increase in NCA emergency operations in Burma.
- The relative openness of the reform years in Vietnam is being reversed, bringing tighter government control and shrinking space for direct civil society activity. On the other hand, the engagement of faith-based organizations in social work is increasingly accepted.
- Promising developments in Lao legislation in 2009 permit the establishment of a fledgling civil society in the country and NCA has already begun developing a strategy on how best to support this important process.

NCA's presence in the region has remained at roughly the same level, but with some geographic changes. NCA's regional office for South East Asia is situated in Vientiane, Laos. This office is responsible for NCA programs in Laos, Thailand and Burma. There are sub-offices in Thailand (follow-up of HIV and AIDS work and Burma border projects) and more recently in Rangoon where NCA shares an office with several ACT Alliance members. NCA's Vietnam office is located in Hue in central Vietnam.

In South Asia, NCA decided to move the regional office from Bangalore, India to Colombo, Sri Lanka in 2004. This also gave a better location for the monitoring of the post-tsunami activities in Sri Lanka. As the tsunami funding is now coming to an end, NCA has decided to close the regional office in Colombo by the end of 2010.

The volume of the program in South East Asia has risen steadily from 2005 to 2009. Norad funding for this region has remained relatively stable, and the increase has mainly come from successful fundraising from new donors. The programs in Laos and Thailand have both accessed funds from the Global Fund for HIV and AIDS. The Laos program has successfully diversified its funding base, and 47% of the 2010 operation was funded by

Country	Expenditure 2005		Expenditure 2010	
	Norad	Total	Norad	Total
Bangladesh	1 588 127	2 595 000	2 046 458	3 323 969
Burma	801 469	11 582 000	864 774	12 793 543
Cambodia	340 200	850 000	0	0
India	1 292 501	15 733 000	700 000	4 736 075
Indonesia	0	15 827 000	0	0
Nepal	966 761	1 785 000	1 175 000	1 326 494
Sri Lanka	243 000	4 310 000	0	840 735
Tibet	0	600 000	0	600 000
Laos	2 599 521	6 919 000	4 374 004	9 926 541
Philippines	0	0	0	0
Vietnam	3 552 925	6 014 000	4 877 769	11 199 209
Thailand	148 090	713 000	750 642	2 797 702
North Korea	0	1 138 000	0	0
Regional South Asia	0	3 264 000	0	2 923 099
Regional South East Asia	2 731 391	4 404 000	194 503	2 118 886
Total Asia	14 263 985	75 734 000	14 983 150	52 586 255

income from other international donors. The budget for Vietnam has also grown throughout the period. The major part of the portfolio is funded through local fundraising, while Norwegian government funding (Strategic Partnership with the Embassy and MFA) started to decline towards the end of the five year period. Part of the increase in the region comes from MFA emergency funds for 2 major natural disasters in the region, the Indonesia tsunami late 2004 and the cyclone Nargis, which struck Burma in 2008.

NCA's funding from Norad for long term cooperation with partners in Bangladesh, Nepal and India has been slightly reduced during the period. NCA's overall funding to South Asia increased in 2005 because of tsunami funds for Sri Lanka and India which were carried over from late 2004. These funds have been the main basis for NCA's work in Sri Lanka during the period. NCA also has raised funds from MFA and ACT in response to the IDP crisis (Sri Lanka) and floods and cyclones (Bangladesh). From 2009, Church of Sweden Aid (CoS) and FinnChurchAid (FCA) have collaborated with NCA to co-fund work on disaster risk reduction and climate adaptation in Bangladesh (See Chapter 4.6). Phasing out of Nepal and India was initiated in 2010 and completed in Sri Lanka as

rehabilitation work following the tsunami came to an end. NCA's main strategy in India, Bangladesh and Nepal has been to cooperate with core partners within the ACT Alliance and support programs jointly funded by other sister organizations. In this way, we are able to achieve maximum impact with limited funds.

There has been a concerted effort to consolidate the partner portfolio in those programs where NCA is able to work with local partners. The Southeast Asia regional HIV and AIDS program has reduced its partner portfolio from five to one, and the aim is to develop the remaining partner's capacity to a point that they can apply directly for this funding. The number of partners on the Thai-Burma border was reduced significantly in 2008 and 2009, while NCA positions itself to increase program volume inside Burma during the next planning phase. There has also been a reduction in the number of countries where NCA operates after phasing out of Cambodia and significantly reducing the Thailand program. NCA's Indonesia program was phased out in the first quarter of 2010, as rehabilitation work following the tsunami came to an end.

NCA'S MAIN ACHIEVEMENTS IN SOUTH AND SOUTHEAST ASIA:

- In **Vietnam**, NCA has succeeded in developing a strategy for working with government that has opened up opportunities for low-key advocacy work, in a context otherwise characterized by limited political space. NCA has facilitated increased government collaboration with local communities and promoted increased engagement in sensitive issues such as the role of faith-based organizations as well as HIV/AIDS and prison health care. Comparatively speaking, NCA has been among the very few international organizations that have been able to work on these issues in Vietnam.

- With an allocation from the Global Fund in **Thailand**, NCA was able to scale up its HIV and AIDS program and mobilize an interfaith network of Buddhist, Christian and Muslim leaders for community based care and support through 60 local faith-based organizations.

- In **Laos**, NCA has assisted ethnic minorities in the

upland areas to develop their livelihoods and reduce their dependence on income from illicit opium production. NCA has also facilitated a process of treatment and rehabilitation of opium addicts which has had a positive impact on livelihoods at household level and improved well being for women and children.

- NCA used the cyclone Nargis emergency and recovery responses in **Burma** as an opportunity to develop local partner organization's capacity to plan and deliver emergency assistance based on humanitarian principles and the ACT Alliance's Code of Conduct and Standards.

- By strengthening interfaith dialogue in **India**, NCA has played a positive accompanying role, including facilitating links between faith-based organizations in the region (See also Chapter 4.5).

2.7 LATIN AMERICA

In Latin America, NCA's work is currently focused in Guatemala, Nicaragua, Brazil, Haiti, Dominican Republic and Cuba. This is a region with a number of middle income countries, but characterized by economic injustice within the region (e.g. Haiti being one of the world's poorest countries) and within countries (e.g. Brazil and Guatemala). In addition, the region faces growing environmental challenges linked to climate change, and high crime rates linked to urbanization, drug trafficking, and illegal arms trade. The following are external factors which have affected NCA programs most during the period:

- The international financial crisis, which has seriously reduced funding to civil society organizations in this region.
- High levels of violence and a difficult security situation exemplified by: political insecurity for the women's movement, Mayan organizations and other human rights defenders in Guatemala and Nicaragua; increased incidents of popular violence against Haitian migrants in the Dominican Republic.
- An increase in natural disasters in Haiti from 2007 onwards, affecting food security and fueling popular discontent and political crisis in 2009. Issues of environment and climate change adaptation are becoming new focus areas for NCA both in Haiti and elsewhere in the region, such as in Nicaragua. The 2010 earthquake in Haiti and the cholera outbreak later that year underscored the vulnerability of the Haitian population and the need to intensify work on Disaster Risk Reduction and emergency preparedness. Political instability linked to the parliamentary and presidential elections also affected the recovery efforts at the end of 2010.

From 2005 to 2009, NCA has had only one office in the region. This is an Area Office, located in Guatemala with responsibility for the country programs in Guatemala, Nicaragua and Cuba. Both the Brazil and the Haiti/DR programs have been administered from Oslo, with the support of local consultants. After the 2010 earthquake in Haiti, NCA significantly increased its work in Haiti and established a Country Office in Port au Prince to facilitate its activities and those of its partners.

This has been one of the most difficult regions for NCA to secure long term funding for our partners and programs. NCA has been largely dependent on Norad and MFA funding and this has generally declined over the last six years.

A key challenge for NCA in Latin America is to secure stable, long term funding, both from Norwegian sources and increasingly from other alternative funding sources. In spite of this NCA has managed to increase funding for Brazil. We see potential in increasing our work on corporate social responsibility in Brazil and increased funding from the Norwegian private sector. The Norwegian youth organization, Operation Day Work, has been and will remain an important source of funding for this program. Norwegian students chose NCA to be the recipient of the funds collected from the 2010 Operation Day's Work campaign, and these will be allocated to the Brazil program for the period 2011 – 2015. European Union funding has been secured for a project in Guatemala, and efforts to access EU funding as well as other sources (UN, etc) will be continued and increased in the next period.

As regards NCA's strategy of concentration for improved quality, there has been considerable geographic consolidation in the Latin America portfolio over the period. NCA has phased out of Peru, El Salvador and Honduras. The partner portfolio has also been consolidated. Cooperation with 11 partners in Central America ended, while 8 new partners have been included, most of them to ensure competence on gender-based violence, the main thematic priority for NCA's programs in Guatemala and Nicaragua. In Brazil, 6 partners have been phased out and 2 new partners have been included in the partner portfolio.

In Haiti, the programme changed substantially from 2006 and onwards, due to the change in political situation in the country (elections organised in 2006) and the earthquake in 2010. The programme went from a strong focus on facilitation of political dialogue and capacity building to a strengthened focus on socio economic development and prevention of violence, especially in poor urban areas in Port au Prince. In the 2008 Norad Report, we presented a case on the NCA partner Viva Rio's work in Bel Air, a poor neighbourhood of Port au Prince. When the earthquake struck Haiti in early 2010, the infrastructure and staff of this program became the basis for NCA's rapid response to earthquake victims. The work of Viva Rio, and other local partners, has made it possible for NCA to build up a comprehensive emergency relief program and eventually a strengthened long term development program. The church dialogue project between Haiti and the Dominican Republic also played a crucial role in channelling aid from the neighbouring country to Haiti.



Eight-year old Caitland Dirocher carries water home in a camp for families left homeless from Haiti's earthquake. The camp, in Port-au-Prince, houses hundreds of displaced families supported by the ACT Alliance. Photo: Paul Jeffrey/ACT Alliance

Country	Expenditure 2005		Expenditure 2010	
	Norad	Total	Norad	Total
Brazil	2 426 114	5 276 000	4 462 460	12 927 552
Colombia	0	100 000	0	0
Cuba	576 730	600 000	300 000	300 000
Dominican Republic	1 944 000	2 968 000	1 481 850	2 404 904
El Salvador	534 600	2 395 000	200 000	4 700 000
Guatemala	2 696 650	6 379 000	2 954 349	4 378 711
Nicaragua	2 006 476	2 500 000	2 070 000	2 436 256
Haiti	0	25 877 000	183 150	43 506 091
Honduras	0	400 000	0	0
Peru	1 885 680	2 140 000	0	0
Regional Latin America	3 046 306	4 444 000	2 761 109	4 949 242
Total Latin America	15 116 556	53 079 000	14 412 918	71 372 756

NCA'S MAIN ACHIEVEMENTS IN LATIN AMERICA:

- A 2007 NORAD evaluation, concludes that one of NCA's main achievements in **Guatemala** was facilitation of improved collaboration among local organizations, in an otherwise fragmented civil society. In particular we have facilitated new forms of cooperation between church-based organizations, the women's movement and the indigenous peoples' movement. NCA's contribution has been facilitating meeting places and bridging the gaps.
- NCA has contributed to establishing a network of religious leaders in **Central America**, who have demonstrated effective responses to reducing discrimination of people living with HIV in their congregations as well as the broader community.
- The GSP evaluation of the **Brazil** Country Program concludes that the program has been implemented with good results over the period from 2005 to 2009. The report identifies the following as noteworthy results for NCA partners over the last five years: empowerment of women; promotion of sustainable development; increased food security and improved nutrition; strengthened youth participation; generation of employment and income. In summary, the program had significant impacts and contributed to the development of innovative models for addressing social, economic, cultural and environmental injustices in Brazil. In addition, the program contributed to strengthening of local civil society through increased capacity for people's participation in political processes, recognition of the importance of cultural and ethnic diversity and protection against violence.
- NCA facilitated new forms of South-South collaboration, between the Brazilian partner Viva Rio and local partners in **Haiti**. Using experiences from work in the urban slums in Brazil, Viva Rio has since 2006 initiated an integrated urban development program in one of the poorest and most violent neighborhoods in Port au Prince. This program has shown good results (See *Norad Report for 2008*) and has provided the foundation for NCA's rapid emergency response when the earthquake struck in early 2010.

2.8 EUROPE

NCA's presence in this region grew with our humanitarian response to the conflict in the Balkans from 1995. Throughout this plan period we have worked on a humanitarian agenda in contexts of political insecurity and conflict, with increasing support to dialogue and peacebuilding. NCA has also provided support to churches in countries of the former Soviet Union, assisting them to engage in social justice issues in new ways, especially work on HIV and AIDS. (See Chapter 4.2) Among the external factors that have particularly challenged NCA during the period, we can mention the following:

- The political developments in Belarus, Russia and Moldova have limited NCA's ability to strengthen churches' role as civil society actors.
- The inter-ethnic relations in Kosovo have remained a challenge since the war in 1999. The March 2004 violence caused a fundamental setback for the reconciliation process. The legacies of war and difficult interethnic relations have made the work to support religious dialogue in Kosovo particularly challenging.
- The declaration of Kosovo's independence in 2008 increased tensions between the Serbian and Kosovo authorities, which especially affected Serbian enclaves, such as Mitrovica North. This led to the closure of the two NCA offices twice during the year for security reasons, and when the Norwegian government gave their public support to Kosovo, NCA was forced to relocate to South Mitrovica.

It has been difficult to monitor programs in war-affected regions like Chechnya with low security and political instability. Though NCA has managed to uncover and subsequently prosecute the serious mismanagement of funds by partner CPCD (Centre for Peacemaking and Community Development), the political context has made it more difficult to prevent corruption. In 2010 NCA was also informed about irregularities in the financial management of KAAD, a NCA partner in Kosovo. The cooperation with the partner was terminated and the case is under investigation.

Throughout the period, NCA's program in the Western Balkans has been administered from a sub-regional office located in Kosovo. As the program has been scaled

down, a decision was made to close the office in September 2009. We used 12 months to implement a successful exit strategy, providing important organizational learning that can be used in other regions. We have continued to support local partners throughout the period, with administration and follow up provided by Head Office. The programs in Eastern Europe have been administrated directly from Oslo.

Funding for programs in Eastern Europe has dramatically decreased since 2005. A significant source of funding for HIV and AIDS came from the 2001 TV Campaign, but these funds were fully allocated by 2007. The programs have otherwise been dependent on NCA's own funds and MFA funding. It has been possible to raise MFA funds for programs in Armenia for the entire plan period, Chechnya in 2005 and Ukraine in 2008. From 2006 to 2009 NCA has also received funding for HIV and AIDS programs in the Barents region from the Norwegian Ministry of Health. With the exception of Armenia, it has not been possible to secure continued funding.

Due to the improved political situation and dwindling funds, NCA has pursued an active exit strategy in a number of countries in this region. As of 2010, NCA has phased out of Albania, Belarus, Croatia, Macedonia, Moldova, Montenegro, Kosovo, and Ukraine. From the start, NCA has implemented capacity development for partners, which has helped to ensure a smooth exit of NCA funding. To date, none of NCA's former partners have been forced to discontinue programs because of our exit. In Ukraine and Belarus, former NCA partners have become relevant stakeholders for other international and national actors and have managed to secure alternative funding and expand their programs. In the next period, we plan to reduce our programs in Europe to Armenia and some solidarity support to the Russian Orthodox Church. The programmes in Serbia, financed by Norwegian MFA, will continue until 2012 and then be phased out. During the first part of the next strategic period, it will be crucial to secure funding for a gradual and planned exit strategy in the remaining countries.



*Finding land for new homes for Roma in Mitrovica has proven to be a major challenge. NCA has built 96 homes in Roma Mahala.
Photo: Bente Bjercke/Norwegian Church Aid*

NCA'S MAIN ACHIEVEMENTS IN EASTERN EUROPE:

- Building a strong civil society in **Eastern Europe** remains a long-term development challenge, but NCA has made significant contributions to developing the organizational capacity and sustainability of a number of local organizations in Eastern Europe and the Western Balkans. All the partners are now officially registered civil society organizations and receive funds from multiple donors.
- NCA has made significant contributions to strengthening the local churches' response to the HIV and AIDS epidemic in **Eastern Europe**. See chapter 4.2 for a full presentation of these achievements.
- In the **Balkans**, NCA has also raised awareness on the plight of the Roma people and advocated for their basic rights. Though the process has been fraught with political and administrative road blocks, NCA has tirelessly advocated for the relocation of 150 Roma families from the lead-infested Osterode and Cesmin Lug refugee camps. Though there have been many set backs, both Osterode and Cesmin Lug were closed in 2010. NCA partners have also helped to increase the Roma community's access to health and education services.

Country	Expenditure 2005		Expenditure 2010	
	Norad	Total	Norad	Total
Albania	0	1 290 000	0	252 381
Armenia	0	2 265 000	0	1 512 858
Belarus	0	550 000	0	0
Serbia/Montenegro	0	4 687 000	0	3 028 543
Kosovo	0	17 560 000	0	630 953
Makedonia	0	4 970 000	0	669 048
Russia	0	7 780 000	0	678 572
Ukraine	0	1 170 000	0	0
Croatia	0	1 540 000	0	0
Regional Europe	0	2 348 000	0	709 030
Total Europe	0	44 160 000	0	7 481 385

THE BALKANS: WORKING FOR THE BASIC RIGHTS OF THE ROMA PEOPLE

The Roma people are the most marginalised group in the Balkans, and their plight has been a focus for NCA's programs in the Western Balkans. This case shows the dilemma of fighting for people's rights, even when we know NCA will not have the power to change the decisions that could solve their immediate problems.

During the war in Kosovo in 1999, Roma people in the southern part of Mitrovica were displaced to the Serb-controlled North Mitrovica. UNHCR worked to get these internally displaced persons (IDPs) settled in camps in and around North Mitrovica, and NCA was asked to take on camp management. The camps were after some time handed over to the local government. The general situation in the camps deteriorated rapidly. When the camps were established, the presence of lead contamination in the general area and the related health threats were well known. The issue of lead contamination and the bad health situation among the Roma became an issue for the international community in 2005. NCA was proactive in deliberations to find a solution for the Roma. At the time, NCA was already engaged in building new houses for the Roma in the part of the town from where they had been displaced, Roma Mahala. After various endeavours to find a new, less contaminated area for another temporary camp, Osterode camp site was chosen by UN and the local (parallel) government in cooperation with various stakeholders, including the World Health Organizations (WHO) and Roma interest groups. NCA was not part of this decision, but was again asked to take on camp management for this new camp, but also to maintain some responsibility for the old camps that were not emptied. Taking over the administration of the camps gave NCA more legitimacy to lobby for relocation and also space to provide medical support and other social services for the Roma families.

The idea was that this should be a short and temporary arrangement. However, time dragged on. Since 2009, the camps were anaged by KAAD (Kosovo Agency for Advocacy and Development) and the main funding came from the Ministry for Communities and Return (Kosovo Government) and NCA (MFA funds).

The Kosovo government has in principle initiated a plan to move all Roma residents (about 150 families or 1000 individuals) out of the camps and provide alternative housing. The first 50 houses are currently under construction. According to this plan, the Roma IDP camps in North Mitrovica were closed in 2010.

NCA partners in Macedonia, Albania and Serbia have developed expertise in different aspects of support to Roma people in the Balkans. For example, in Skopje, Macedonia, NCA's partner HERA (Health Education and Research Association) has established a youth centre in the Roma community of Suto Orizari. The center provides advisory services on a range of social issues from health insurance, to citizenship to domestic violence protection. HERA works closely with the government structures and implements public programs under Kosovo's Roma Strategy 2005 - 2015.

For example, HERA trains and appoints Roma health facilitators, who are responsible for raising awareness and improving access to family health services within the Roma community. In Serbia the partner EHO (Ecumenical Humanitarian Organization) has for many years worked for the rights of the Roma, be it registration in order for them to have the right to public services, or through various practical means to work for the Roma hildren's better opportunities to go to school, pre-schools and support with students' home-work. This has resulted in increasing the percentage of school attendance and some Roma youth have even started university studies.

3.0 NCA INTEGRATED APPROACH

Through all its work, NCA works for transformative and sustainable development. NCA uses three working methods to do this: long-term development assistance, emergency assistance and advocacy. By working on these approaches in an integrated way, we aim to help people in acute need, assist to build poor communities' capacity for development and address the root causes of poverty and injustice. Most of funding is channeled through long term development assistance and, for the most part, chapters 4 and 5 focus on the results of this assistance.

In this chapter we therefore provide an overview of key achievements related to emergency preparedness and response, as well as our global advocacy work.

In the next period, we will give particular attention to further strengthen the linkages between these three approaches. Working at the intersection of these three approaches is one of NCA's comparative advantages, which we will strive to apply in all priority country programs.

3.1 EMERGENCY PREPAREDNESS AND RESPONSE

3.1.1 MAIN PRIORITIES AND STATUS

From 2005-2010, NCA has worked with emergency response and preparedness within the ACT Alliance, and in NCA priority countries. The GSP committed NCA to support people affected by natural disasters and complex emergencies, and assist communities to enhance their local capacities to save lives, cope with disasters and develop options for sustainable livelihood. During the period, NCA's priorities have been:

- Rapid response to acute humanitarian situations with a focus on **water and sanitation** (WASH). We have aimed to respond within 72 hours, with a holistic water and sanitation intervention that meets the SPHERE standards and which is coordinated under UN water clusters.
- Provision of community based **psychosocial assistance**, integrated in all first line interventions. Focus is given to prevention and response to **violence against women and girls** in all NCA's emergency interventions. In this plan

period, gender-based violence in emergency situations has been exposed as a major problem and violation of human rights. As a result, NCA has given increased priority to identifying the relevant targeted measures that are needed to address the different manifestations of this violence.

● **Integration of protection strategies**, with a special focus on women and children, within NCA WASH and psychosocial support interventions. The main strategy is to mainstream protection measures together with gender and to make sure that women are participating in the decision making structures, particularly those that deal with protection issues.

● **Community based emergency preparedness** and advocacy for national coordination and accountability. The main strategies have been development of country level Emergency Preparedness Plans and capacity

support to strengthen national ACT Forums. During this period, the ACT Forums have aimed to coordinate ACT members' (local and international) emergency appeals and response in a country. In the next period, the mandate of ACT Forums will be extended to also cover long-term

development and advocacy.

The following provides an overview of NCA spending on emergency preparedness and response as a percentage of total spending during the period.

Table 1: NCA Expenditures on Emergency Assistance as % of Total Expenditures, 2005-2010.

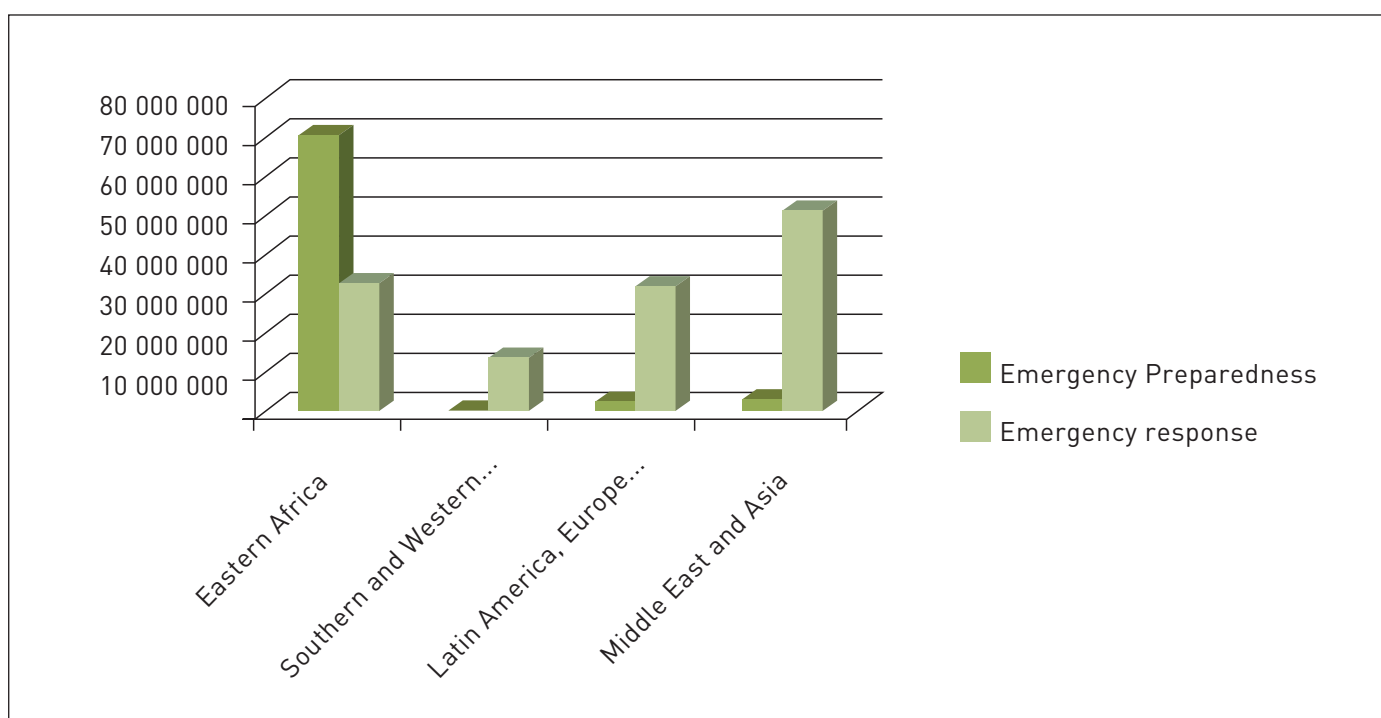
2005	2006	2007	2008	2009	2010
31%	24%	20%	21%	25%	28%

While total NCA spending on emergency assistance has varied from year to year depending on the frequency and size of disasters, the spending on emergency response has consistently been substantially higher than spending on emergency preparedness. In 2009, 89.4% of emergency spending went to emergency response, as compared to 10.6% to emergency preparedness. Emergency response is more "hardware-intensive" and also involves high international transport and logistic costs and is, per definition, a more cost-intensive intervention than emergency preparedness. Even so, NCA figures on

spending reflect global trends of under-spending on Disaster Risk Reduction as an important investment in climate risk management and reduced vulnerability for poor and affected communities. (See also Chapter 4.6)

In 2009, the geographic distribution of emergency spending was as follows: East Africa and Great Lakes (60.2%), Middle East and Asia (34.4%), Southern and Western Africa (4.4%), Latin America, Europe, Global (0.3%); Head Office (0.7%).

Figure 1: Overview of NCA Expenditures Emergency Preparedness and Emergency Response in 2010.



3.1.2 MAIN ACHIEVEMENTS AND SELECTED RESULTS

From 2005-2010, NCA has continued to provide ongoing **humanitarian assistance in protracted, complex emergencies**, for example: the conflict in Iraq (since 2003); the conflict in Darfur, Sudan and the refugees from Darfur to Eastern Chad (from 2004 -2006); reconstruction and rehabilitation after the Tsunami in Somalia, Sri Lanka and Indonesia. During the period, NCA has gradually handed over operations in Eastern Chad (2006 to UNHCR), and Indonesia. The NCA Office in Sri Lanka will be closed in June 2011, but emergency preparedness work will continue through other ACT Alliance members who continue to work in the country.

The general security situation for humanitarian assistance has worsened in recent years, especially in

fragile states such as Afghanistan, Iraq, Haiti, Pakistan, Somalia, and Sudan. NCA has therefore systematically strengthened basic competencies of staff as well as systems and routines to ensure security and safety. NCA has developed and made a requirement of basic security training for all staff at Head Office and Country Offices. In addition, we have provided security management training for members of our Emergency Roster, and approved revised guidelines for Crisis Management. In addition, all NCA Country Offices are required to have approved and regularly updated security plans. NCA has appointed 2 part time Security Officers at the Head Office to monitor and follow up these guidelines. NCA participates in the ACT Security Advisory Group, as well as the European Inter-Agency Security Forum (EISF).

SUDAN:

SMART HOMES SANITATION COMPETITION IN DARFUR

Since the conflict in Darfur turned violent in early 2003, about 2.7 million people have been displaced and many have died. As part of a comprehensive program, Norwegian Church Aid and its partners have assisted with acute humanitarian assistance in the Water and Sanitation, Hygiene (WASH) sector since early 2004. The situation developed into a protracted emergency during the period 2005 to 2009, as people moved into large and densely-populated camps. NCA's assistance, in WASH and capacity building, has targeted Garsila, Zalingei, and Nyala reaching about 236,000 Internally Displaced People (IDP) and 50,000 people from host communities.

A major problem in the camps has been public health threats such as acute watery diarrhoea, which is often fatal for small children. NCA provided access to safe water and facilitated the construction and use of sanitation facilities, while also focusing on crucial preventative measures. Good individual and household hygiene is crucial for preventing the spread of water borne disease, and the project decided to focus on the following: washing hands with soap/ash at critical times, safe disposal of excreta and safe water at household level.

NCA's hygiene promotion (HP) activities targeted especially women and children. Strategies for the dissemination of educational messages were: home visits, group discussions, training of women on diarrhoea treatment, school clubs, child-friendly activities, and mass-media hygiene campaigns. One such campaign was the Smart Homes Competition. The Smart Homes Competition gives a prize to the household that has

demonstrated best practice on agreed standards for a clean home. The awards ceremony was used to further disseminate hygiene messages. The prize-winning households were afterwards used as role models in their neighbourhood. This competition has reinvigorated community engagement through the use of popular media and popularized hygiene promotion campaigns. It has instilled a sense of worth and self esteem, especially among women as the custodians of family health. It also contributed to the engagement of male community leaders and thereby challenged the notion that individual and domestic hygiene is only the responsibility of women and girls.

The displaced people in Darfur were reluctant to change or adopt new practices. When the camps were established, widespread open defecation was reported. Today 92 % of households in the camps have latrines at their homes. According to a survey from 2009, in Hamedia camp 72% of households report regular hand washing, which represents a 62% increase since 2007. In Zalingei camp, 91% of respondents reported washing hands before eating, a 21% increase from 2007. 74% reported washing their hands after using latrines which is 44% more than in 2007. We believe the Smart Homes Competition, and other hygiene promotion activities, have positively contributed to the fact that no outbreak of watery diarrhoea occurred in Darfur in 2008 and 2009. There were neither any reports of increases in water related morbidities or mortalities after March 2009, when some NGOs were expelled from Darfur. This is a huge achievement, given the fact that the disease remains endemic in other areas of the country.

NCA a major international actor for provision of water in disasters

From 2005-2010 NCA has made significant contributions to the provision of water and sanitation services as the pillar of our rapid response. At the end of this period, NCA is recognized as a global actor in provision of water and sanitation in humanitarian situations. During the period, the cooperation with the United Nations and UN lead efforts in coordinating humanitarian stakeholders (clusters) have been internalized and expanded. Today, NCA participates as an active member in the Humanitarian Reform Process through the Global WASH Cluster, coordinated by UNICEF. NCA is part of the Norwegian Emergency Preparedness System (NOREPS). In close cooperation with MFA, NCA has built up emergency preparedness stores in Norway as well as abroad. Since 2007, NCA has operated a NOREPS emergency store in Dubai in cooperation with WFP/UNHRD. These stores

are essential for providing necessary equipment and supplies in rapid emergency response (See table page 39). Within the ACT Alliance, NCA is also the lead agency for delivery of integrated water, sanitation and hygiene services. During the period, NCA provided assistance through ACT in the following acute emergency relief operations: earthquake in Indonesia (2006); floods in South Pakistan (2008), cholera epidemic in Zimbabwe (2009), earthquake in Haiti (2010) and floods in Pakistan (2010).

Since 2005, NCA has worked systematically to become a more efficient, reliable, fast and professional actor in emergencies with robust capacity to respond in the initial phase of an emergency, with a focus on water, sanitation and hygiene and with increasing capacity in community based psychosocial assistance. The following provides a summary of main achievements in **providing rapid emergency response** from 2005-2010:



Norwegian Church Aid is seen as the lead agency for delivery of integrated water, sanitation and hygiene service in the ACT Alliance.
Photo: Arne Grieg Riisnæs/Norwegian Church Aid

Overview of Main NCA Rapid Response Interventions 2005-2010

<p><i>Pakistan - Earthquake</i> - October 2005</p>	<p><i>Emergency response followed by rehabilitation with focus on water, sanitation and hygiene. Large emergency shipments from NCA/NOREPS stores and Europe to Pakistan</i> 21 deployments from NCA Emergency Roster. Numbers of persons assisted: WASH activities: 145 000 people. Blankets supplied to 18 000 persons. Tents to 950 families</p>
<p><i>Lebanon - War</i> - August 2006</p>	<p><i>Emergency period of 6 months with focus on WASH.</i> 11 deployments from NCA Emergency Roster. Estimated 547 000 people assisted directly and indirectly.</p>
<p><i>Bangladesh -Cyclone Sidr</i> - November 2007</p>	<p><i>Emergency period of 6 months with focus on WASH and followed up with training and establishment of emergency storage.</i> Emergency shipments from NCA/NOREPS store 6 deployments from NCA Emergency Roster. Up to 35 000 people assisted.</p>
<p><i>Burma - Cyclone Nargis</i> - May 2008</p>	<p><i>Emergency period of 6.5 months with focus on WASH and psychosocial assistance.</i> Equipment was donated to UNICEF for use in new emergencies. Emergency shipments from NCA/NOREPS store. 3 deployments from NCA Emergency Roster. Around 30 500 people assisted.</p>
<p><i>DR Congo - Conflict</i> - October 2008</p>	<p><i>Emergency still continuing. Focus on WASH, psychosocial and protection.</i> Emergency shipments from NCA/NOREPS store 21 deployments from NCA Emergency Roster. 99,760 people assisted from 2008-2009</p>
<p><i>Haiti - Earthquake</i> - January 2010</p>	<p><i>Emergency still continuing.</i> Focus upon WASH, psychosocial and protection. Emergency shipments from the NCA/NOREPS store. 24 deployments from the Emergency roster: 15 male and 9 female in all. Over 130 000 assisted to date.</p>
<p><i>Pakistan - Flood</i> - August 2010</p>	<p><i>Focus on WASH.</i> 1 person from the Emergency roster was deployed. Emergency airlifts with tents, blankets and equipment for safe drinking water to 37 000 people. Today over 107 000 people have been assisted by the interventions in the flood stricken areas.</p>

HAITI 2010:

EARTHQUAKE, DISPLACED PEOPLE, CHOLERA, HURRICANE AND ELECTIONS

Massive levels of international aid were provided in the aftermath of the earthquake, and the people of Haiti showed immense courage and a unique ability to survive. Despite the massive post-earthquake assistance, the people of this country still face enormous challenges. The country was one of the world's poorest before the earthquake, with a weak government, which impacted upon the country's ability to respond to needs of its people. Over 1/2 million people are still homeless. The year was marked by further challenges such as political unrest due to planned elections at the end of the year and the hurricane season. Additionally, a cholera epidemic started in October 2010 killing over 3000 people by the end of the year. Haiti will require assistance for many years to come and NCA together with its partners will be there to assist the Haitian people to rebuild their country – joining the internationally agreed aim: “to build back better”.

The Norwegian Government is now one of the ten largest donors to Haiti in the reconstruction efforts after the earthquake, and Norwegian Church Aid is one of the major partners of the Ministry of Foreign Affairs and an important actor in supporting civil society in Haiti.

“It's impressive to see the work Norwegian Church Aid and their partner organizations are doing for the earthquake victims in Haiti”, said Minister of Environment and Development, Erik Solheim, when he visited the projects of water, latrines, environmental biodigesters, as well as the psycho-social services for children and youth in 2010.

Norwegian Church Aid works closely with local and international partners, as well as several local churches in Haiti. Some of these have been our partners for one or two decades and several of them had to enter into new areas of work and challenging tasks that they had no prior experience of, such as securing access to safe water and sanitation and providing psychosocial assistance. NCA's role has been to support and guide partners in these activities and we have also carried out activities ourselves where needed.

Mission Sociale des Eglise Haïtiennes (MISSEH), an extensive church network in Haiti is one example of this. In addition to normal key activities of health and education, MISSEH and several other church institutions were important actors in disaster work. “In close cooperation with Norwegian Church Aid, we have carried out psychosocial work in several camps. In Haiti, there is an inconceivable number of people who have received serious wounds to their souls. Wounds that will take many, many years to heal,” said Clément Joseph, MISSEH's director.

Thanks to the dialogue work between churches in Haiti and the Dominican Republic that has been taking place for about ten

years, an emergency corridor could quickly be set up between the two countries sharing the island. This corridor also served the ACT Alliance for logistical support in response to the earthquake

NCA manages to be present in areas of the capital Port au Prince where there are few if any other international NGOs present. Areas such as Cité Soleil are neighbourhoods where the UN does not operate due to the level of violence. NCA's local and international partners know these areas and have legitimacy from the community, which enable them to work in these neighborhoods. Our partnership with a grassroots women's organization in Cité Soleil, MOFECS, is valuable in reaching out to women and children in this area. Our partnership with Viva Rio, a Brazilian NGO, makes it possible to reach out to the community in Bel Air, another neighborhood ridden by violence.

All together, more than 130 000 people were assisted by NCA and its partners in the aftermath of the earthquake with WASH and/or psychosocial activities. WASH support was provided in terms of access to drinking water and safe sanitation facilities (latrines, hand washing stations and showers), as well as emergency health support. Our psychosocial and protection work included offering sport and cultural activities to children living in camps, training in art craft, and supporting psychosocial monitors organizing activities in camps such as training and awareness raising on gender-based violence and hygiene. Material support was also provided in terms of food and tents.

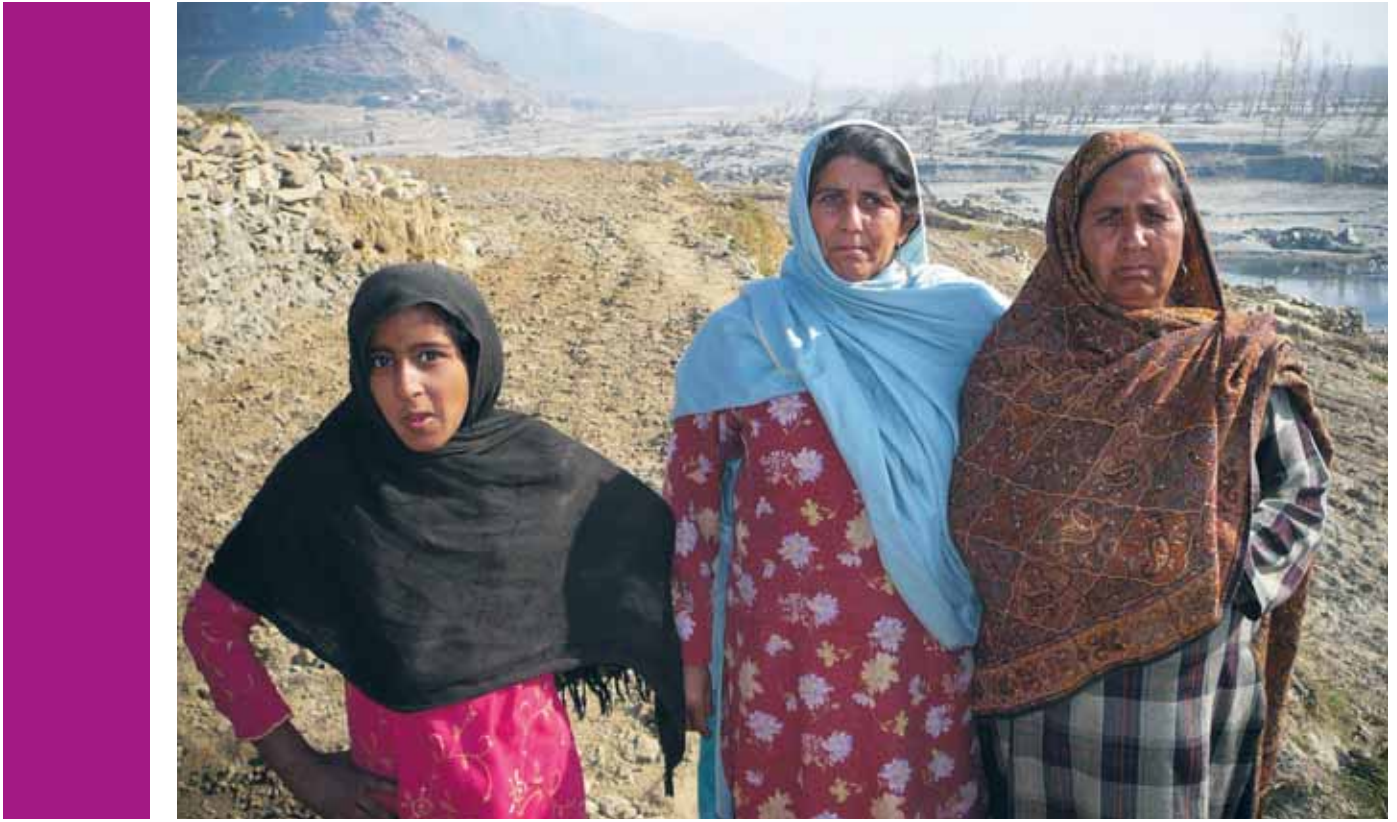
NCA actively participates in coordination with local and international NGOs through ACT Alliance and the UN Cluster System, in particular the WASH Cluster. We also submitted proposals through the Consolidated Appeals process.

Together with partners, NCA is developing initiatives that are moving emergency efforts towards relief and development. We are also developing projects that contribute towards resolving environmental and health related challenges in Haiti, such as safe disposal of sanitary waste, protection of watersheds and reforestation for prevention of landslides and soil conservation.

In order to make sure that aid being given to Haiti would serve its purpose, NCA together with Changemaker and Slett U-landsgjelda (SLUG) organized a petition in Norway for the cancellation of Haiti's foreign debt. The petition collected 4500 signatures in a week and won considerable media attention. Similar campaigns were also held in other countries. Responding to the campaign, State Secretary Ingrid Fiskaa pledged that the Norwegian government would use its voice in the International Financial Institutions to advocate for debt cancellation for Haiti. By July 2010 the IADB (Inter American Development Bank), the World Bank and the IMF had cancelled Haiti's remaining foreign debt.



*Water and sanitation service is the pillar of Norwegian Church Aid's rapid response. And the organization is seen as a global actor in humanitarian situations.
Photo: Arne Grieg Riisnæs/Norwegian Church Aid*



Jansirat and her sister-in-law Goladan are standing at the spot where their family's house used to be. They lost everything in the flood. Now they have built a new house. Photo: Saskia Bolt/ICCO/ACT

Prevention and response to gender-based violence

NCA has worked to protect the rights of women, girls, men and boys affected by emergencies, and has taken steps to ensure that gender and protection are mainstreamed in all emergency interventions. One important strategy has been capacity development of local partners to ensure they have clear strategies to address gender-based violence, established procedures for reporting abuses, and good psychosocial programs which build on local expertise and knowledge.

Through out the period, it has become increasingly clear to NCA that incidents of gender discrimination and gender-based violence increase, sometimes dramatically, in the context of emergencies. It is also important to recognize that engendered violence and abuse exist in most societies (including Norway), and this is often not viewed as a particular challenge in emergency situations. From 2005-2010, NCA has therefore given particular focus to capacity development for staff and partners on the implementation of UNSCR 1325. We have actively used the IASC gender handbook as a guideline in all of our emergency work. Reporting structures for sexual exploitation and abuse and other breaches of NCA's

Code of Conduct are in place, and have been mainstreamed in most of our emergency operations. The obligation to gender mainstreaming and protection is underlined in all briefings, in TOR's and in training of personnel. NCA has also developed and has begun to use reporting structures that track the impact of emergency interventions according to gender, age and disability. (See also Chapter 4.4)

Emergency preparedness capacity within ACT Alliance

NCA's humanitarian assistance is mainly based on implementation through local members of the ACT Alliance. NCA own operational response is mainly concentrated to areas where the emergency capacity of the local partner is low and needs to be supported.

Recently, NCA has increased focus on disaster risk reduction and emergency preparedness plans. Many small emergencies unfold at local level without media coverage. Though not big enough to gain international attention, these "small" emergencies have great impact upon the lives of those who are affected. The responsibility to assist falls mainly to local organizations already working in the local communities. Most of NCA's

PAKISTAN 2010: TSUNAMI IN SLOW MOTION

During the summer of 2010 monsoon rains fell faster than ever before over Pakistan and triggered a major humanitarian disaster. Norwegian Church Aid and partner organizations responded quickly with tents, blankets, food and clean drinking water. On the occasion of an emergency meeting of the UN General Assembly in August 2010, the UN Secretary General Ban Ki-moon concluded, "This is without doubt a global emergency. Pakistan has been hit by a tsunami in slow motion." NCA was already busy providing relief to those who needed it most.

Ban Ki-moon described the floods as the worst crisis he had experienced, and it was still growing worse. And the number of affected surpassed all records before the flood waters abated. Land area the size of England was destroyed, 20 million people were directly affected, and two million homes were destroyed. Fields were flooded and crops were washed away, 2.2 million hectares of farmland was destroyed, and 1.2 million head of livestock drowned. More than 1800 people lost their lives.

NCA responded quickly to the unfolding crisis. Already at the beginning of August, the organization disbursed NOK 600 000 from its disaster fund to provide immediate relief to the flood-stricken provinces of KPK, Punjab, Sindh and Balochistan. A fundraising campaign was launched, and barely two weeks after the call went out, NCA had collected 4.5 million for its disaster work. Almost 300 Norwegian churches were mobilized and collected a total of NOK 1.5 million from Sunday offerings for the flood victims.

The emergency relief was provided quickly and efficiently thanks to NCA's experienced partners in Pakistan, which had acquired a solid expertise in relief work after responding to the 2005 earthquake. NCA sent a fully loaded aircraft (60 tons) of tents and blankets to Pakistan. Food was distributed to over 37 000 people during the acute emergency phase. NCA's primary focus was to provide clean drinking water, safe sanitation and hygiene items, while introducing protection measures for the most vulnerable and making sure relief adhered to NCA's gender standards.

Provision of clean drinking water was a crucial intervention: Over 200 000 cases of acute diarrhoea were recorded during the first month, and millions more were in danger of being infected by water-borne diseases. NCA sent four water treatment plants to Pakistan and ensured the necessary professional capacity was available to give the local people training in the repair and maintenance of the equipment. From August 2010 to March 2011, over 60,000 people got access to clean drinking water in rural Nowsherra, Lower Dir, Swat, Dadu, and Rajanpur in the provinces of KPK, Sindh and Punjab.

The Norwegian people showed their solidarity with Pakistan by supporting both NCA's call for humanitarian assistance and a petition, demanding that Norway and other governments freeze

Pakistan's debt. The freeze the debt campaign was the joint initiative of SLUG, Changemaker and Norwegian Church Aid. The campaign received the endorsement of 20 organizations, including the Norwegian Cricket Federation. Minister of Environment and Development, Erik Solheim, promised to take this up with the other lender nations. This is a good example of NCA's integrated approach, seeking to link emergency work to long term development and advocacy.

Because of the security situation in the affected area, NCA chose to keep a low profile in the media. A major factor was the priority given to minimize the risk of unnecessary exposure for our local partner organisations. This was also a demanding context for implementing NCA standards for gender sensitivity and protection. We relied heavily on local partners and local staff to find contextually appropriate strategies. NCA deployed an advisor to support our Country Office in Islamabad with increased financial control and reporting demands, and responsibility for follow up of protection and gender issues was built into this person's job description.

To date, NCA has reached over 107,000 flood-affected people in Pakistan. Some of the tent camp residents have begun to return to their villages to start rebuilding their homes. But the consequences of the flood will still affect millions of people, and Pakistan will need assistance for a long time to come. Norwegian Church Aid will be present as long as it needs to be there. Norwegian Church Aid has worked in Pakistan since 1979. When the earthquake hit the country in October 2005, Norwegian Church Aid was quickly in place with aid and support for reconstruction. This long term approach to work in the country will continue to allow us to respond where and when it is most needed.



Norwegian Church Aid's partner organization handed out insulated tents and blankets to the local people in Lower Dir-district in Pakistan after the withdrawal of the floodwater. Photo: Saskia Bolt/ICCO/ACT

disaster risk reduction assistance and capacity building of partners is therefore built into the long term programming of our country offices. Most local communities have their own DRR and resilience strategies, and NCA's contribution has been to assist local partners in strengthening and resourcing the communities' local action plans. (See the example of Bangladesh in Chapter 4.6).

To ensure DRR is integrated into our ongoing work, NCA has developed formats for country level plans, held training in Disaster Risk Reduction (DRR) and assisted Country Offices to develop DRR plans. As of 2010, NCA has assisted 8 out of 21 prioritized country offices to develop emergency preparedness plans.

One important lesson learned, is that many local partners' main area of competence is in long-term community development, and they do not currently have – nor should they have the ambition – of developing and

maintaining capacity to independently handle major emergency relief operations. NCA anticipates the need for an operational capacity in emergencies to complement local partners emergency capacity. We will focus operational interventions to NCA priority countries, or countries where we are specifically requested by the ACT Alliance to provide assistance related to our main “products” – WASH and psychosocial assistance.

Emergency preparedness Roster

During 2010, we have had an assessment of the Emergency roster, especially related to availability of the members. The list has been reduced to 80 and we now have people who are more able to assist on short notice in an emergency situation. Including deployments to Haiti and Pakistan, NCA deployed at total of 40 people (15 women/25 men) from the Emergency Roster in 2010.

3.2 GLOBAL ADVOCACY

Finding the space and appropriate form for advocacy work is a key strategy in all contexts where NCA works. As we implemented the Global Strategy from 2005-2010, our experience has been that it is always possible to find some space to hold duty-bearers accountable and engage them in initiatives to uphold human dignity and basic rights. Other chapters give examples of how NCA works with rooted advocacy through partners and programs in NCA country programs (See especially Chapter 4.1 and Chapter 5). This chapter focuses on NCA's global advocacy work, which aims to influence the policy and practice of Norwegian and international decision makers. NCA's global advocacy work is rooted in our emergency and long-term development work and this enhances the legitimacy and impact of our efforts to influence development policy and decision makers.

NCA's motivation is to influence the decisions made by governments and businesses, which affect the political, economic and social rights of the poor. NCA's Department for Development Policy was established in 2004, with a mandate to address Norwegian and international decision-makers in partnership with Southern stakeholders, and international ecumenical networks. NCA's Political Platform, which is developed prior to the Norwegian parliamentary elections every fourth year, sets the framework and the priorities for NCA's global advocacy

work. The current Political Platform was approved by the NCA Board in 2009 and can be accessed at: <http://www.kirkensnodhjelp.no/Arbeidet-vart/Publikasjoner/>

Since 2005, NCA has done advocacy on issues which we believe are fundamental to addressing global poverty and injustice: aid effectiveness, illegitimate debt and irresponsible lending, democratization of International Financial Institutions (IFIs), unjust trade conditions, corporate social responsibility, natural resource governance, investment policies, war and conflict, small arms proliferation, the fight against capital flight, discrimination against women, human trafficking, global water crisis, human-induced climate change, energy access for the poor, HIV and AIDS, migration, failed states and deficits in global governance.

NCA has been instrumental in establishing and providing support to Norwegian interest organizations campaigning on these issues, e.g. the Norwegian Coalition for Cancellation of Third World Debt (SLUG), and Max Havelaar-Fair Trade, and Initiative for Ethical Trade. At the beginning of this period, NCA hosted the secretariat of PD Burma and is currently hosting the Norwegian Chapter of Publish What You Pay (PWYP) and Tax Justice Network.

The impact of NCA's global advocacy can be measured



In 2010 Norwegian Church Aid and faith-based partners initiated the Alternative Mining Indaba parallel to the South Africa Mining Indaba to raise concern about the impact of mining on poor communities. Photo: Jane V. Evensen

both in our ability to get new issues onto policy agendas and in concrete policy changes. In Norway, we see the footprint of our advocacy in: Parliamentary debates and recommendations; the content of relevant Government white papers; in ethical guidelines for global investments of the Norwegian Government Pension Fund; in the political platforms of some Norwegian political parties; in the attitudes of the Norwegian public; and in the corporate decisions of individual companies. In particular, we can mention NCA's influence on the content of Soria Moria I and II, the political declarations of the centre-left government following their election victories in 2005 and 2009. In these documents, we can trace specific NCA policy recommendations on ODA-spending, illegitimate debt, reform and democratization of the International Financial Institutions (IFI), patent rights (TRIPS), and small arms control. First and foremost, this is not an achievement for NCA but for the poor communities, who we believe will ultimately benefit from these political commitments.

During the period, NCA has also contributed to political discourse on the importance of coherence between Norwegian development aid policy and other areas of Norwegian foreign policy, which affect the political, economic and social rights of the poor. The impact of this work was, in particular, evident in the conclusions of the *NOU 2008:14: Coherence for development? How coherent Norwegian policies can assist development in poor countries*, the results of an official working group lead by an NCA staff member. In 2010, NCA worked to keep development policy coherence high on the political agenda by holding a seminar in the Norwegian Parliament.

NCA will carry this work forward in 2011 by commissioning a shadow report to monitor the Norwegian government's progress on policy coherence for development.

From 2009 NCA started working on **capital flight and taxation** in Norway due to the challenges many NCA priority countries face, especially those with extractive industries. NCA advocates for an accounting standard where multinational companies are required to report country by country (CBCR) in their accounts. Such a standard would curtail illicit capital flows out of developing countries, which have been estimated to be USD 1.26 trillion in the period 2000-2008 by Global Financial Integrity. This work picked up pace in 2010 as NCA started campaigning and gathering signatures for CBCR. Through numerous newspaper articles and opinion pieces, NCA has been able to raise public awareness about the problem capital flight poses for developing countries and CBCR as one potential solution. We've posed clear challenges to what Norwegian politicians can do following recommendations in *NOU 2009: 19 Tax Havens and Development*. As a result several politicians have come out in favor of CBCR. One key event in this respect was a packed meeting at Litteraturhuset 10th November in cooperation with the Norwegian Ministry of Foreign affairs.

In 2010 we also engaged in numerous dialogues on Norfund and its use of financial intermediaries in Tax Havens. One key output was the report, *Investments for Development: Derailed to Tax Havens*. At the writing of this report, the Norwegian government has not yet concluded on new guidelines for Norfund, but NCA will continue to push for these in the next period.

In 2010 NCA joined the Tax Justice Network and helped to found and host a Norwegian chapter of this network. This has created a wider debate on tax justice issues in Norway and brought groups outside development circles, such as trade unions, on board.

The following cases illustrate the results of NCA advocacy on two important global issues during the period:

ILLEGITIMATE DEBT AND CREDITOR RESPONSIBILITY

Despite international debt relief initiatives, many developing countries continue to spend a substantial share of their export revenues on servicing debt arising from reckless lending. In 2005, NCA aimed to change Norwegian and international policy so that some debt was recognized as illegitimate and cancelled outright, and so that future illegitimate lending is avoided. Five years later, significant progress has been made in Norway and legitimacy considerations are increasingly part of the international discourse on sovereign borrowing and lending.

Supporting South voices

NCA's engagement on the debt issue started in 1988 and was intensified as part of the Jubilee 2000 Campaign that collected 24.1 million signatures worldwide. While the campaign succeeded in securing debt relief for the poorest countries through the Heavily Indebted Poor Countries Initiative (HIPC) and later the Multilateral Debt Relief Initiative (MDRI), Southern campaigners challenged the strong Northern focus on debt sustainability. They argued that much of the debt was not only unsustainable, but also illegitimate and they called for greater creditor responsibility. NCA, together with the NCA youth movement Changemaker and the Norwegian Coalition for Cancellation of Third World Debt (SLUG), was among the first Northern NGOs to actively support and promote this South perspective. In 2005, NCA had already launched a publication and produced a documentary film about illegitimate debt. Changemaker organized a campaign on "dictator debt" and SLUG convened a public

tribunal on the Norwegian Ship Export Credit debt. The Norwegian government remained skeptical about the whole concept, but, as a result of active lobby efforts, agreed to commission the World Bank to prepare a paper on "odious debt."

Building North – South Alliances

An essential part of NCA's strategy was to continue developing partnerships with Southern stakeholders. NCA provided financial support and cooperated actively with Jubilee South, a network representing debt campaigners in Asia, Latin-America and Africa. Lutheran World Federation (LWF), who set up a global program on illegitimate debt based in Argentina in 2003, was another important partner.

In 2006, NCA launched a Volunteer-exchange program (FK-program) on "Civil Society for Accountable Governance" with African Network on Debt and Development (AFRODAD) based in Zimbabwe and the Economic Justice Network (EJN) based in South Africa. NCA also worked closely with a number of Northern civil society groups, including EURODAD.

Building support through popular campaigns

During the period, NCA, Changemaker and SLUG organized two successful campaigns on illegitimate debt and responsible lending. The first, "Si Unnskyld Solheim", resulted in an historic victory when Norway in 2006 announced that it would unilaterally and unconditionally cancel Norway's Ship Export Credit



Changemaker, Norwegian Church Aids youth movement organized campaigns about illegitimate debt.
Photo: Nina Rose/Norwegian Church Aid

debts amounting to USD \$80 million. It was the first time a creditor government cancelled debt on the explicit basis of creditor co-responsibility.

The decision received considerable attention from governments, civil society actors and lawyers worldwide. In 2008, the second campaign, "Det burde være regler mot slikt," called on the Norwegian government to promote binding rules for responsible financing, work for the establishment of an independent, fair and transparent arbitration mechanism and conduct a Norwegian creditor audit. All three demands received unanimous support from all parties in the Norwegian Parliament and were included as commitments in Soria Moria II.

Engaging policy makers

In 2008, NCA and EURODAD co-organized a roundtable on "odious debt" with the World Bank in Washington D.C. In October the same year NCA, Church of Sweden and LWF, with support from the Norwegian Ministry of Foreign Affairs, organized a major international symposium on illegitimate debt in Oslo with government ministers from Liberia, Ecuador and Norway, academics, lawyers, church leaders and representatives of civil society, UN agencies and the World Bank. In the Financing for Development follow-up conference (FFD) in Doha in December 2008, the UN Independent Expert on Debt and Human Rights referred to the symposium outcome document in his recommendations to the UN General Assembly. The Norwegian government also raised the issue of illegitimate debt in the FFD-process and several other high level UN conferences in 2008 and 2009. In 2009 UNCTAD, with the support of the Norwegian government, launched a three year inter-governmental project that seeks to develop binding principles on responsible lending and borrowing. The Norwegian government has also supported a Center for Global Development task force on "odious debt". During the 2010 World Bank and IMF Spring Meetings in Washington D.C the Norwegian and German government, based on a proposal from Erlassjahr and NCA, organized a high level meeting on an alternative debt work out (arbitration) mechanism. NCA continues to follow up these processes, including the government commitment to conduct a Norwegian creditor audit, together with partner organizations.

This is an example of a largely successful advocacy initiative. It shows that structural change is possible, but also that good advocacy work requires good competence on policies and processes, good networks and not least persistence!



The Norwegian Minister for the Environment and International Development, Erik Solheim, challenges other leaders to cancel their illegitimate debt, after the cancellation of Norway's Ship Export Credit. Photo: Norwegian Church Aid



Churches all over the world mobilized for a more just international climate agreement and at the Town Hall Square in Copenhagen a giant 'calculator' showed that 512894 signatures had been collected. Photo: Arne Grieg Riisnæs /Norwegian Church Aid

CALL FOR CLIMATE JUSTICE IN COPENHAGEN AND BEYOND

In 2007 NCA launched its advocacy work for climate justice, based on the findings of the UNFCCC, the COP 13 and the Bali Action Plan. NCA's ultimate goal for engaging was an just, ambitious and legally enforceable climate regime that would limit the threat of climate change on poor and vulnerable people's lives. The policy framework for our advocacy has been the Greenhouse Development Rights Framework (GDRs), a framework calculating each country's share of the overall burden using the principle of 'common but differentiating responsibilities and respective capacities'. The framework also takes into account each human being's need for a minimum standard of living by introducing a 'development threshold.'

Supporting the voice of the South

Working on a joint position and agenda together with our sister agencies in Europe and partners in the global South, NCA has been able to build a solid foundation for our call for climate justice and the GDRs. On the road from Bali to Copenhagen in 2009, we were able to support and co-organise several capacity building events for Southern partners who began to engage in climate change work.

In particular, NCA has provided substantial human and financial support to a regional programme on climate change policy and

advocacy in Eastern and Southern Africa. In 2008, NCA supported the establishment of PACJA, the Pan African Climate Justice Alliance. This network brings together African CSOs working on climate change and sustainable development with a mandate to influence climate change negotiations and policies. Since 2008, PACJA has implemented capacity building programs for its members and participated in all COPs and meetings held under the UNFCCC as well as related regional meetings such as the AMCEN (The African Ministerial Conference on the Environment) meetings. We have seen encouraging evidence of PACJA ability to influence African leaders' positions in the negotiations.

Copenhagen 2009

In 2009, NCA was instrumental in mobilizing a broad ecumenical delegation, comprised of more than 300 registered participants, to the International Climate Summit (COP 15) in Copenhagen. Of these, approximately 100 participants actively engaged in advocacy, and over half of these came from partners in the global South. South partners, like Pastor Tafue Lusama from Tuvalu, were visible "climate witnesses" who made clear and convincing demands for climate justice for their communities, which are already experiencing the impact of climate change.



South African Archbishop Desmond Tutu was challenging political leaders to come to agreement. Here with Yvo de Boer, Executive Secretary of the UNFCCC. Photo: Cathrine Haugeli Halvorsen/NCA

NCA also successfully mobilized considerable support for the cause of climate justice among our constituency, the churches in Norway. Almost 1500 people, including most of the Bishops from the Church of Norway, participated in NCA's Climate Voyage to Copenhagen. On arrival in Copenhagen, the Norwegian participants joined other ecumenical representatives in a major event in Town Hall Square. Over 500,000 signatures were delivered to Nobel Peace Prize Laureate Desmond Tutu and the General Secretary of the UNFCCC Yvo de Boer from people of faith calling for climate justice.

Even though the outcome of the International Climate Summit was disappointing, NCA took important steps in mobilizing people and building strong alliances for future advocacy work on climate change.

Mobilizing for Climate Justice in 2010

NCA continued to focus on Climate Justice in 2010 through global advocacy work and mobilization of people and churches in Norway. NCA demonstrated its capacity as a Norwegian civil society actor in Norway, with the ability to mobilize thousands of citizens around climate justice issues. Climate Justice was the focus of NCA's Lenten Campaign in 2010. Through this annual campaign we mobilized 1250 congregations and 25,000 Confirmation youth

nationwide, providing them with an opportunity to learn more about climate change, participate in campaigns and raise NOK 31 million for global justice work. Changemaker contributed to over 100 events and NCA organized 10 regional public debates in Norway. The debates provided a local forum for information and debate on issues of climate change. Church leaders, local congregations, and resource persons challenged politicians to do more to address climate change.

NCA continued to prioritize the international negotiations on climate change at the UNFCCC in 2010. After COP 15 in 2009, the negotiations were at severe risk due to enormous lack of trust between developing and developed countries

NCA was present at the Ad-Hoc Working Group meetings in Bonn and Tianjin as well as the COP 16 in Cancun, Mexico. Together with partners and our sister agencies in Aprovecho and ACT, NCA has continuously worked to influence the negotiations with calls for climate justice, historical responsibility of developed countries and the right to development for poor countries. Although a milestone was reached with the Cancun Agreements, this was only a small step forward. Much remains in order to secure a climate just world.

4.0 NCA GLOBAL THEMATIC PRIORITIES

This chapter summarizes results in relation to NCA's global thematic priorities. As our planning and reporting systems have mainly been built around country level plans and reports, it has been a challenge to get systematic information on both inputs (e.g. spending) and results at this level. Since we started analyzing results in relation to global thematic priorities in 2007, we have learned a great deal about how we will need to improve our planning, monitoring, and reporting as we move into a Multi-year Cooperation Agreement with Norad, which is based on 12

Global Programs. It has not been possible to get estimates of expenditure per thematic priority from Maconomy in 2010, as this has been a transition year from the old GSP to the new Global Strategy for 2011-2015. In 2010, we changed the thematic coding in Maconomy to track spending on the 12 new Global Programs. Statistics on number of projects and expenditures per GSP thematic priority are therefore only available for the period 2005-2009.

4.1 CIVIL SOCIETY FOR ACCOUNTABLE GOVERNANCE

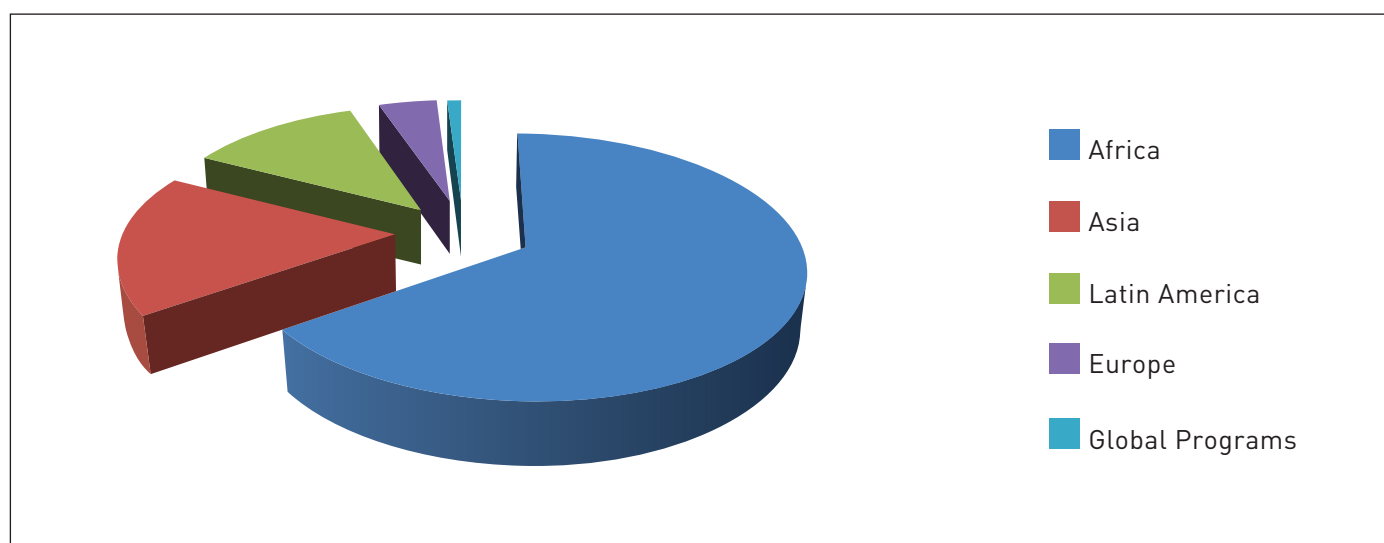
4.1.1 NCA'S MAIN GOALS AND STATUS

From 2005-2010, NCA has given priority to support partners' efforts to open political space for citizen engagement in governance at all levels of society, and to use existing political space to hold governments and other key duty-bearers accountable to their constituencies. The importance of continued support to this work has grown during the plan period. A recent *Freedom of the World* report shows that 2009 was the fourth year of decline globally in political freedom,¹ with a trend of shrinking political space for civil society in many countries. A recent study on the issue by the ACT-Alliance² confirms this trend, both in authoritarian regimes and in some democratizing states (e.g. India, Brazil). NCA has witnessed this trend first hand through our work in countries such as DRC, Afghanistan, Mauritania, Burundi, Ethiopia, Eritrea, Russia, Armenia and Malawi. In countries such as Vietnam and Laos, NCA has gained valuable insights into contextually appropriate strategies

to strengthen citizen engagement in governance, mainly at community level. In countries with more policy space, NCA has assisted partners to use existing political space more effectively, e.g.: Angola, Bangladesh, Brazil, Botswana, Dominican Republic, India, Mali and Tanzania. However, the ACT-study shows that even in some of these countries there are recent worrying signs of changing political space for civil society actors, especially when economic interests are challenged, or when the rights of marginalized groups such as women, ethnic and sexual minorities are claimed.

In relation to other thematic priorities, NCA stated focus of work under Civil Society for Accountable Governance was very broad. A 2009 internal review found that the ambitions of the GSP related to this thematic priority were too broad, but that our achievements could be classified within 5 main sub-categories of work:

Figure 1: Regional spending on Civil Society for Accountable Governance 2005-2009



- Community development as an entry point to empower citizens as rights-holders;
- Accountable local governance;
- Mobilizing partners and networks on economic justice issues;
- Monitoring legal frameworks and human rights;
- Gender, power and governance.

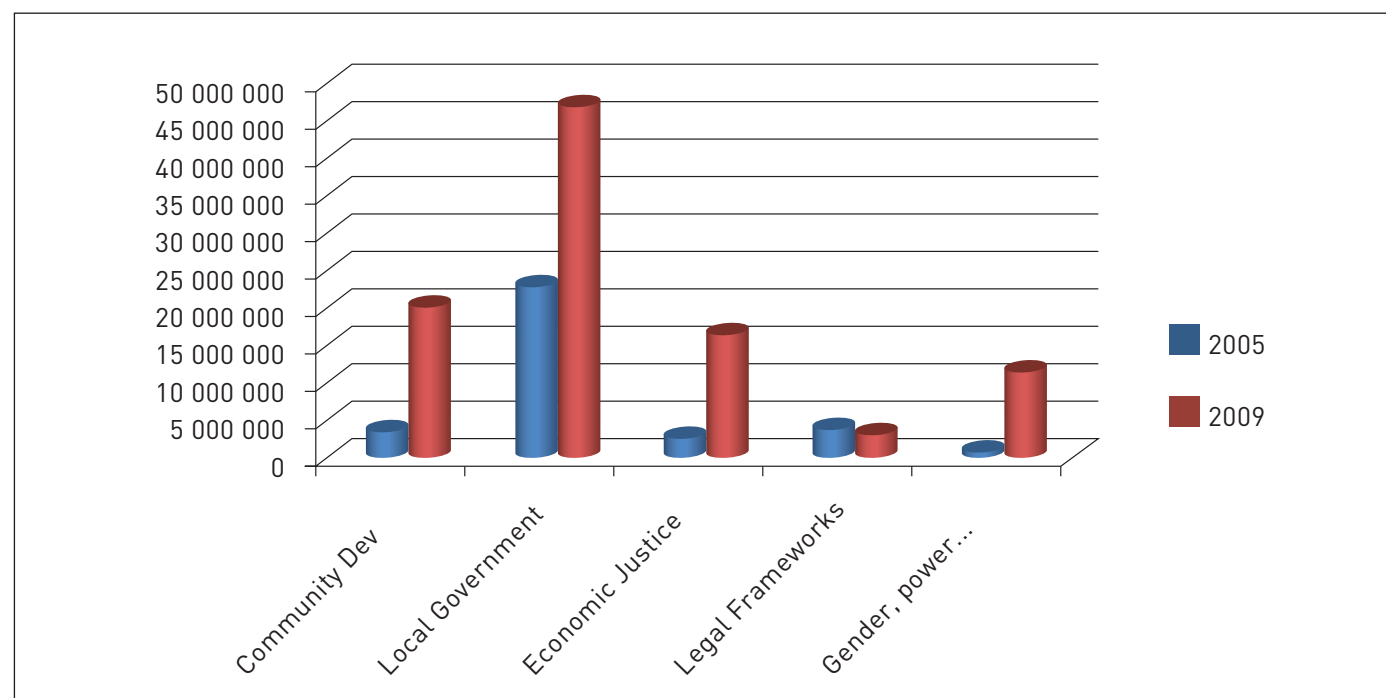
These five areas of work were found to be highly relevant to the overall goals set out in NCA's Global Strategy.

There has been a significant total increase in spending related to this thematic area, from around NOK 34.5 million in 2005 to around NOK 98.8 million in 2009. Figure 1 shows Africa is by far the largest region in

terms of spending, followed by Asia and Latin America.

Spending has increased for all sub-categories of work, except for work related to raising awareness and monitoring legal frameworks, rule of law and human rights. This is the only category of work where spending has decreased. The work on economic justice has had the largest increase in spending, with Africa and Latin America as the most important regions. Spending on work to address local government for access to improved basic services has more than doubled, with Africa as the largest spender, followed by Latin America. Spending on gender, power and governance work has increased tenfold during the period, distributed between Africa and Asia. Spending related to community development as an entry point to empower rights-holders is five times higher in 2009 than in 2005 and Africa and Asia are again the main spenders.

Figure 2: Development in spending 2005-2009 as per thematic sub-category



4.1.2 MAIN ACHIEVEMENTS AND SELECTED RESULTS

The following provides an overview of NCA's main achievements during the period, as well as some selected results at country level.

Community Development Programs have been used more systematically as an entry point for empowering rights-holders to address duty-bearers.

Local communities have been empowered to address their own needs and to build constructive relationships with decision-makers, sometimes resulting in better service-provision and respect for basic human rights. In countries with limited political space, this approach has been a good entry-point for developing civil society from below (e.g. Burma, Laos and Vietnam). In such contexts, careful analysis of how to promote good governance in an indirect way has been a key strategy. Involving local government in all phases of the program is necessary to create trust and lay the foundation for influencing policies at a higher level. Both examples show the benefits when citizens become co-creators of governance.

In **Angola**, NCA and partner IECA³ are using a water project as an entry-point to enhance the dialogue and interaction between the community and their local leaders. The project has brought the local government closer to the community by opening space for dialogue. Read about one local community's success in stopping potential

misuse of community funds for local water services in Chapter 4.3.

In **Laos**, NCA has supported the project Empowerment of the Ethnic Minorities for Livelihood and Community Development. According to an external evaluation done in 2010, "this project has increased the villagers' understanding of the changes underway in the broader physical and economic environment, and the way in which households can adapt their livelihoods strategies to these changes". Further, the project has empowered the communities to gradually become self-reliant in agricultural produce. The women of the communities have become more confident in raising their voices for equitable access to credit. The rights-holders are gradually becoming more confident in raising their voice to local authorities and project staff on a broader range of issues than livelihood. Local villagers from the parent's association of a NCA-supported primary school decided to approach the local authorities to advocate for the establishment of a pre-school in their village to give their minority language children an early exposure to the official language before starting school. The local authorities accepted the proposal, on the condition that the community constructed the building. The community provided the building and the local authorities provided two teachers for the school.

Citizens have been empowered to engage local governments and in some cases this has improved local access to basic services.

Citizens have become more aware of their right to participate in local governance and development processes, and local government more aware of the need to include the citizens in such processes. Because of NCA support and partners work in countries like Mali, Mozambique, Bangladesh, India and Tanzania there is increased dialogue and transparency. Recognizing the fact that many representatives of local government in young democracies also need knowledge of democratic governance issues, NCA and partners have focused on developing capacity and understanding of rights and duties both with rights-holders and with duty-bearers.

In **Bangladesh**, NCA's local partner RDRS implements a program that aims to empower the rural poor to claim their rights by way of critical engagement with local government, through representative, effective and well-governed community-based organizations (CBO's). Leaders of the federations are regularly invited to attend government meetings where their voices are heard. In 2009, 200 female federation leaders were elected to sub-district Council after training on leadership development. In 2010, 106 of these Councils had female chairpersons. In 2010, women filled 58% of the positions in the Executive Committees of the Federations. Another important result from this program is that federation members have increased knowledge on government service provision and are able to challenge inconsistencies in service delivery at community level. An example is from the Family Planning Department of Jadhaka, where a field worker

sold contraceptive pills to the villagers even though these pills are supposed to be provided free of cost to all. Federation leaders, who came to know about this from a workshop with the government, challenged the field worker and submitted this person's name to the Family Planning Officer. The Officer took immediate action to distribute those items to the people without cost. As a result, the field workers now attend the meetings of the Federations General Committee to inform and clarify on issues and services of the birth control system and the government contribution to it.

In **Angola**, NCA's partner Radio Ecclesia provides one of the only mass popular sources of independent critical analysis of government policy and practice in the country, from a citizen-perspective. For the vast majority of citizens in Luanda, this is the only form of accountability of local authority of which they have knowledge of and/or access to. Over the past two years, the radio has noticed a marked increase in local authority engagement with their programming and in directly responding to criticisms raised by the listeners in previous shows. One example of impact from these programmes is when rubbish collection was finally implemented, after months of no service, in Cazenga, after criticisms expressed by citizens through Radio Ecclesia.

In **South Sudan**, in 2010 the continued operation of the Juba Post independent newspaper was secured through providing office facilities for the newspaper within the NCA premises in Juba. The newspaper represents an important channel for the population to express opinions on governance issues.



*Livelihood Development in Northwestern Laos: In Pha Oudom district, Bokeo Province, women are feeding the goats with leaves from the trees.
Photo: Vegard Giskehaug*

TANZANIA: FOLLOW THE MONEY! ACCOUNTABLE LOCAL GOVERNANCE



Bi Martha Salvatory, a villager in Kirusha, Ngara District, is asking a question during a village meeting where PETS trainers were sensitizing the villagers on their rights to information as villagers. In this meeting a PETS committee was elected to track expenses in the education sector, since the findings were that the quality of a newly constructed school building was very poor.

Photo: Norwegian Church Aid

Poor service delivery and low standards of governance constitute two major constraints to poverty reduction in Tanzania. Since the mid 1990's Tanzania has implemented a major Local Government Reform Program aimed at strengthening the performance of local authorities and giving more power to the people at local level. More resources are channeled from the central government to the district and local level.

Since 2007, NCA has supported local communities to demand accountability from their leaders so that limited district budgets are used to best effect. The approach used is Public Expenditure Tracking (PETS), a model which empowers rights-holders to demand rights-based services from relevant public bodies. People in PETS committees are trained to read and analyze public budgets and accounts, and to monitor the implementation of financial plans. PETS is supported by the national government,

and PETS Guidelines have been passed.

The tracking exercise is implemented by local PETS committees. NCA's resource partner Hakikazi Catalyst does the master training at national and district level. NCA's faith-based core partners implement the initiative at district level. People in the PETS committees are ordinary citizens, often recruited from the Village Community Banks (VICOPA). Women have been visible and active in PETS work. After receiving the PETS training they get a clear understanding of the fact that citizens (rights-holder) are entitled to social services from the government (duty-bearer).

Raising issues of misuse of public funds is controversial and sensitive, and involves the risk of harassment and marginalization for those who speak out. VICOPA groups provide a high degree of social support, which makes a good starting point for reporting

on misuse of funds. Religious leaders have formed inter-religious committees at district level. They are ready to provide protection, support and encouragement to the PETS committees. So far, the training done by NCA and partners in Tanzania has built capacity at village level in 19 districts. NCA is working through core partners in 42 districts, and 96 villages have started PETS committees.

Main achievements include: the empowerment of rights-holders to demand services from local government, the building of accountability at grassroots level, better service delivery from local government, enhanced participation of women, movement building, financial literacy and improved governance practices.

One concrete example of this comes from the community of the Ilula Ward. Ilula only had access to public water once a week for a few hours. The most reliable water supply was provided by a retired colonel who sold water to water boys using bicycles to transport and sell water all over the Ilula Ward. The PETS committee found that the local government water officer was the same retired colonel that sold water as a private business. Money had come from the district to develop the water systems, and the colonel had hijacked the public water sources and sold the water for private gain.

The PETS committee wrote a report and shared it with the village assembly and the district commissioner. They asked the village government to call a meeting and they asked questions to the water officer: Who owns this water? Why isn't the community getting water? The retired colonel did not want to answer and replied "when did you ever see a rat chasing a cat?" Some of the key PETS activists were imprisoned and others saw their shops closed. After some initial fabrications of allegations against the PETS people, the case was dropped, the water officer replaced and the water released to the community. Today the village assembly is much more responsible and more attentive to the issues raised by the people of Ilula.

See a short film presentation on <http://www.youtube.com/watch?v=4c6JRMgKRLs>

Local authorities closed the shop to Rehemba Mbwani (left) and her husband when she took up the fight against the corrupt head of water in the village.

Photo: Greg Buick/Norwegian Church Aid



People have been mobilized and duty-bearers challenged for economic justice issues.

NCA and partners have contributed to putting issues of debt cancellation (see Chap 3.2) trade justice, taxation, natural resources governance and unjust distribution of resources on the agenda in Guatemala, Malawi, Mauritania, Southern Africa, Zambia, Tanzania and Angola.

As a result, churches and church related organizations are increasingly getting involved in economic justice efforts, especially in East and Southern Africa. The churches with broad based membership and high legitimacy with decision makers are potentially influential on all levels in these societies.

In **Kenya**, NCA and partners have secured governmental recognition for the concerns of small scale coffee farmers, engaged churches and other faith communities in advocacy on the EU Economic Partnership Agreements (EPA) and enhanced the public awareness and monitoring of devolved funds. As one representative of local government put it, “Let’s share the information with the community, for even if we don’t the National Council of Churches in Kenya (NCA partner) will share it with them anyway.”

In **Brazil**, NCA and partner IBASE produced and launched a report on the social and environmental impacts caused by the Brazilian company Alunorte at The World Social Forum in January 2009. The report documented local citizens’ mobilization against Alunorte, which is one of 7 factories located in the city of Barcarena where local communities suffer from the industrial pollution of their water and soil. The report gave voice to the concerns of the local population and contributed to the establishment of a constructive dialogue between the companies, municipal authorities and civil society. Together they are now devising strategies to monitor and mitigate the negative impacts of industrial pollution on rain, rivers and ground water. In June 2010 Norsk Hydro announced that they will invest in three companies in Barcarena (incl. Alunorte) and buy the bauxite mine in Paragominas. This will make Norsk Hydro the most important actor in the Barcarena industrial complex. NCA will facilitate a dialogue

between Norsk Hydro and civil society groups in Barcarena. This dialogue is important, because the ACT-study on shrinking political space shows that Brazil is one of the countries where there is a trend of shrinking political space for some categories of civil society organizations, like the landless movement and indigenous peoples’ organizations, especially when these groups claim rights that are seen as being against the interests of economic growth.

In **Southern Africa Region**, NCA and partners initiated in 2010 the Alternative Mining Indaba, which is the first civil society platform in the region to run parallel to the South Africa Mining Indaba. The South Africa Mining Indaba gathers Ministers of Mining and representatives from extractive industries from all over Africa. The Alternative Mining Indaba exposes injustices caused by extractive industries. More than fifty people – most of them from mining affected communities – attended this event and brought harrowing testimonies of the impact of mining on their communities. NCA faith-based partners were invited to address the African Ministers African Partnership Meeting and delivered the key civil society concerns and recommendations for achieving just mining. The ministerial communique’ from this meeting acknowledged the faith input in to the discussions. The input also formed the recommendations of the first policy brief produced by NCA on the extractive industries issues.

Awareness raising and monitoring of legal frameworks, rule of law and human rights.

NCA and partners have contributed to raising awareness and spreading knowledge about human rights and democracy. Some cases of monitoring of rights have been registered within the UN system (i.e. CEDAW shadow report in Mauritania). In Ethiopia, access to justice has improved for thousands of poor and vulnerable individuals as a result of free legal aid. Legal frameworks have received less attention, but there have been some efforts that have yielded good results and in some instances contributed to new legislation. Two such cases are the adoption of a law against FGM in Eritrea, and the abolishment of bonded labor in Nepal.

In **Ethiopia**, NCA's partner EHRCO has conducted 261 investigations of complaints into alleged human rights violations and reported the same, based on findings of onsite investigations. It also submitted reports to the Universal Periodic Review (UPR) of the UN Human Rights Council and to the Committee on the Elimination of Racial Discrimination (CERD). The initiative has contributed to stimulate citizens, national and international civil society organizations to advocate for a practical implementation of human rights in the country and end impunity for rights violations.

In **Southern Africa**, NCA's partner SADC-CNGO in 2010 developed the "Protocols Tracker" concept as an instrument for holding governments accountable to their commitments to the SADC protocols. The instrument is used to track, monitor and report the signing, ratification and implementation of each of the protocols at various national and regional levels. The response to the Tracker has been very positive, both from the SADC secretariat and from the various constituencies.

Patriarchal and decision-making structures and traditions have been addressed on gender, power and governance issues.

Among NCA's faith-based partners, gender, power and governance has gone from being a marginalized issue with few examples of concrete engagement to becoming

a real issue. In Africa, the agenda for change is now being taken up at various levels within NCA's ecumenical network, from the work of many local partners, to the national level (e.g. the 3 national church councils in Zambia), to the regional level (e.g. support to the Tamar Campaign by FECCLAHA in Eastern Africa) to the Pan-African level (high visibility of the NCA supported Gender Audits in southern Africa at the 2008 General Assembly of the All African Churches). In contexts where patriarchal decision-making structures still prevail, women's political participation has in some instances increased as a result of our work. However, effectively challenging traditional patriarchal power structures requires a long term commitment and this will continue as a priority for NCA in the years to come.

NCA support to women's engagement in CBO's and women's associations has contributed to giving women a higher status in their local communities (i.e. solar energy projects in Afghanistan). This enhanced social status has also helped women to get elected to decision-making bodies ranging from community committees to parliaments.



In 2010 NCA's partner SADC-CNGO developed a tool called "protocol Tracker" for holding governments accountable to the SADEC protocols and improve the living conditions for the people. Photo: Ken Opprann

MALI: PARTICIPATION OF WOMEN IN PUBLIC LIFE

The constitution in Mali provides equal opportunities for women and men to engage in public life. In practice, women are still excluded from decision-making positions in the public sphere at all levels due to social and religious traditions. In the Northern regions, the participation of women is even lower than at the national level.

NCA and four partners therefore planned and implemented the **"Increased Political Participation of Women Program" (PAF)** from 2007-2009. The aim of the program was to increase the participation of women in decision-making bodies at local level, and to make their local communities accept that women have the same rights as men to participate in the development of their community. The program also aimed at increasing the participation of women in public debates.

The program used multiple strategies, including: identification and empowerment of the women candidates, advocacy/lobbying towards the political parties for the inclusion of female candidates, awareness raising in local communities on the need for women's participation in the community forums, and, in collaboration with local radio, monitoring final party lists to ensure that women candidates names were not removed from the lists, once nominated. During elections, there was massive information and mobilization around the need for women to vote for the political parties that had women at the top of their candidate lists. The result was a substantial increase in the number of women nominated in the 2009 elections: a total of 77 female candidates managed to get on the lists in the 4 municipalities targeted by NCA's partners. Although only 5 women were finally elected (15% of candidates), this still represents more than 50% increase of women's representation compared to 2004. There was an impressive increase in women taking decision-making positions at the local level in the four municipalities in Kidal (see Figure 3). Almost 50 women were elected to the local school committees, 44 women in

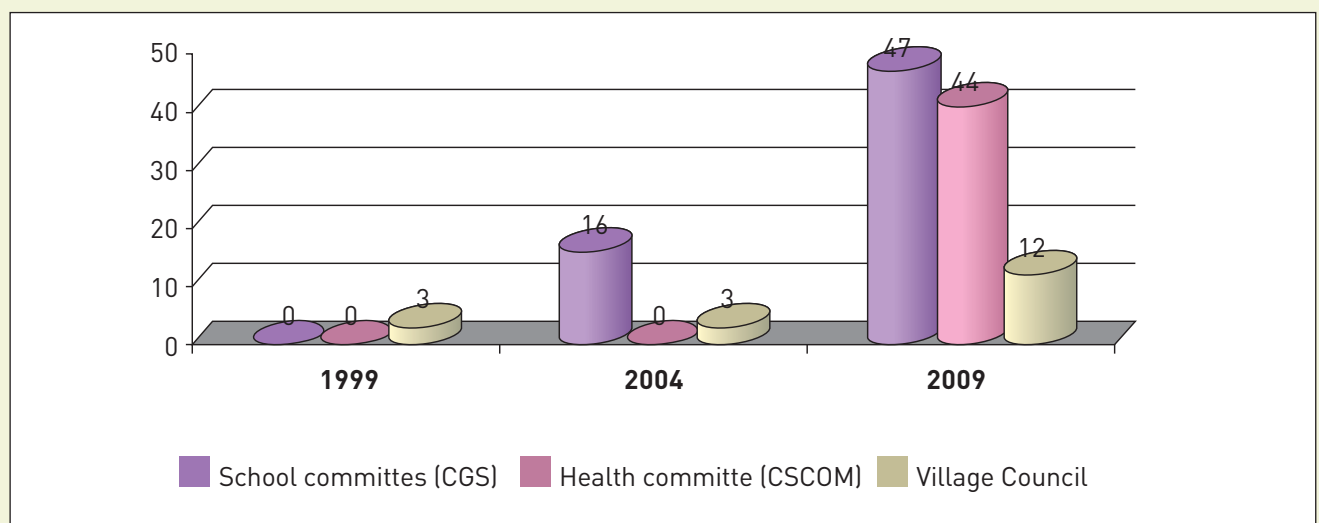


The capacity-building course gave Salma Issa Maïga Diarra the courage to run her own campaign. It gave results. Now she holds the post of deputy mayor and chairperson of the local committee for hygiene and waste management. Photo: Greg Buick/Norwegian Church Aid

the health committees and 12 women to local councils. Considering that there had not previously been any female participation in the health committees, this was a significant result for the women in Kidal. Perhaps the most important achievement is the fact that the women themselves and the society around them have started to accept that women can participate in decision-making bodies and are willing to vote for them.

Traditional and religious leaders were involved throughout this process, giving the participation of women in public life a legitimacy they might not have received without the active participation of these actors.

Figure 3: Significant increase in number of elected women in Kidal



4.1.3 MAIN DEVIATIONS FROM PLANS AND LESSONS LEARNT

Only one sub-category of work has shown a decrease in funding over the period: Monitoring of legal frameworks, rule of law and human rights. This might be related to the tendency of shrinking political space for civil society in many of the countries where NCA and partners work. In Ethiopia, NCA and partners had to stop a large program on human rights and good governance as the government passed a new NGO Bill, which prevents organizations that work with advocacy to receive foreign funding. In Zambia, the enactment of the NGO Bill threatens CSOs and FBOs with deregistration if they do work that challenges the state. Sadly, other countries are in similar situations. Another reason for the lack of interest for working on legal frameworks, rule of law and human rights may be that NCA's core partners have little experience or specialized competence on legal matters. Our experience is that presenting alternative ("shadow") reports to the UN Human Rights mechanisms is a good way for civil society organizations to influence the human rights agenda at country level and also to develop own competence. One future priority for NCA will be to make the LWF Human Rights Accountability Project available for our partners. This project consists of a website with easily accessible information on forthcoming country-specific advocacy opportunities in the major UN human rights accountability forums. For interested partners, NCA will facilitate their participation in these processes through advice, accreditation and financial support.

For reasons of shrinking political space and NCA core partners' competencies, NCA and partners may in future need to give priority to more indirect approaches to defending human rights issues. In contexts of limited political space where NCA and partners have achieved good results, some contributing factors have been: transparent relations with representatives of the state, involving them in all phases of programs and projects; focus on issues that the government prioritizes (i.e. domestic violence in Vietnam, FGM in Eritrea) and awareness raising on the citizen's rights according to national legislation. Service delivery may be an excellent entry-point, but can also be a dead end (i.e. use of a narrow "health approach" to fighting FGM, where women's rights are ignored at the expense of only focusing on health consequences).

Even though there have been encouraging achievements in several countries in East and Southern Africa, many challenges remain in work to engage the churches in economic justice advocacy. Especially in Africa, there are strong historical links between the churches and the political elite. Church leaders may therefore find it

difficult to challenge the government on issues of economic justice and accountable governance. Recognizing that some of our faith-based partners are not yet agents for change but arenas for change, NCA will continue to work systematically on strengthening and challenging these partners, by supporting work to change attitudes and institutional practice with regard to issues like gender, human rights and good governance. In this process, the strategic alliance with global church bodies like the World Council of Churches and the Lutheran World Federation is important. They produce normative positions which influence their member churches. Also, NCA will continue to prioritize capacity development, research and development of tools to equip our partners to develop their own effective strategies for holding governments transparent and accountable.

Both NCA and partners increasingly recognize the fact that focusing on the accountable governance of duty-bearers requires more focus on own governance. This has contributed to a strengthened focus on aspects of transparency and accountability. Our partners have to varying degrees advanced in this respect, but the issue is on the agenda and will be a priority in the years to come.

The GSP evaluation of NCA's work on "Civil Society for Accountable Governance" confirmed that this thematic area had been too broadly defined in the GSP. The report recommended NCA to: come up with clearer definitions of key concepts, further develop good practices and improve consequence analysis of initiatives related to accountable governance prior to implementation, not least in contexts of limited political space.

Based on experiences of working on Civil Society for Accountable Governance, the new Global Strategy (2011-2015) will focus on only two of the sub-categories of work from this period: Economic Justice and Women in Governance. NCA will further develop these because they are the areas of work with the largest increase in spending during the previous period and because of our faith-based partners' unique potential to contribute to change. In the new Global Strategy, accountable governance is considered as an expression of how we work, focusing on active citizenship for effective states and a cross-cutting concern to be integrated in all of our programs. NCA plans to set up a global resource team that will work systematically with our country program teams to make sure "accountable governance" aspects are integral part of all the work that we do.

4.2 FAITH COMMUNITIES ADDRESS HIV AND AIDS

4.2.1 OVERVIEW OF MAIN GOALS AND STATUS

Important trends in the global HIV pandemic are: the reduced number of newly infected people (although not in all regions) and access to improved antiretroviral treatment. The challenge is to further reduce the number of newly infected and the vertical transmission of the virus from mother to child, and to make the medical treatment accessible to all who need it.

During the period 2005-2010, NCA's main program goals for HIV and AIDS have been related to awareness rising, information and prevention, work to address stigma and discrimination, care and support to people living with HIV and AIDS, with a particular focus on orphans and vulnerable children. Other goals are related to theological reflection and advocacy issues.

In 2005 NCA supported 200 projects in 49 countries with a budget frame of approximately NOK 53.6 million. In 2009, the number of projects had decreased to 90 projects in 27 countries with a budget frame of approximately NOK 30 millions. (Comparable figures are not available for 2010). In addition to country specific HIV and AIDS programs, initiatives have been supported on a regional level in Eastern Africa, Southern Africa, South East Asia, Latin America and Europe and through four global programs (Lutheran World Federation, World Council of Churches, Ecumenical Advocacy Alliance and World Young Women Christian Association). These are included in the financial statistics. A number of other programs have also included HIV and AIDS related components, and in some cases attempts have been made to mainstream HIV and AIDS into other programs. Integrated HIV and AIDS components, and mainstreaming of HIV and AIDS has not been specifically reported on, and the results are difficult to trace and document.

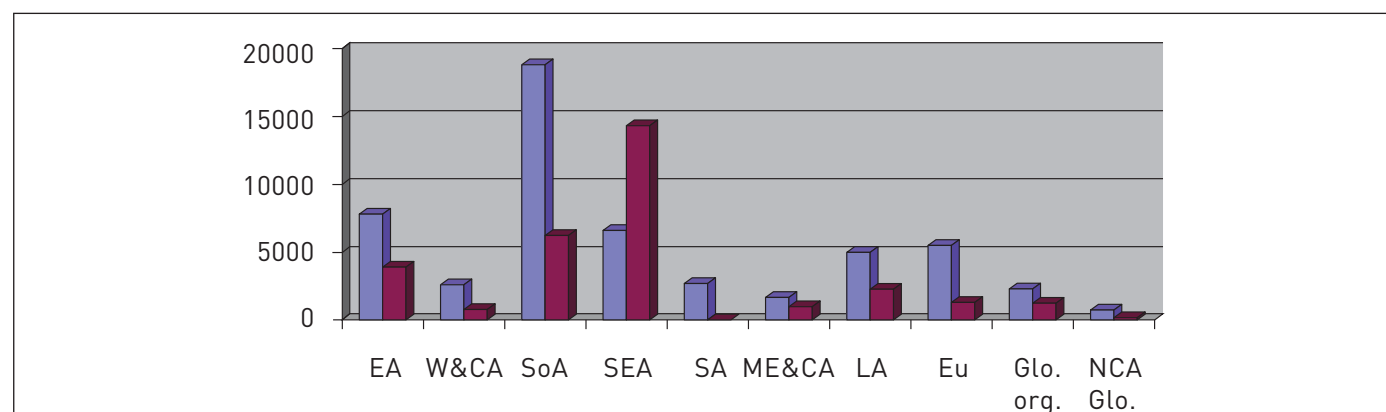
During the first part of the reporting period, NCA still had remaining funds from the 2001 TV Campaign, which were earmarked for the HIV and AIDS work. However, these funds were more or less exhausted during 2006. In some countries, specifically in South East Asia, we succeeded in attracting substantial new funding from alternative sources such as the Global Fund and USAID.

In the first part of the period, the main focus of our HIV and AIDS work was in Eastern and Southern Africa. During the second half of the period, this focus shifted to South East Asia, largely because of their success in attracting new funding to keep up the volume in HIV and AIDS activities. Western and Central Africa and Latin America have also had programs related to HIV and AIDS during the reporting period, but rather limited in scope. The programs in Western and Central Africa have been phased out.

In Latin America, HIV and AIDS related issues are increasingly integrated in gender-based violence and other gender programs. HIV and AIDS has been a high priority for NCA's programs in Eastern Europe since 2001. Following a general decline in funding for Europe and subsequent reduction in these programs, the HIV and AIDS programs have also been substantially scaled down in this region. In the next planning period, only a limited program with the Russian Orthodox Church will be maintained for strategic reasons.

In 2010, the main focus has been on developing a new Global Strategy that seeks to concentrate our human and financial resources in fewer countries, working on fewer thematic priorities with fewer partners. As a consequence, a number of countries have been prepared for or already phased out their HIV and AIDS projects.

Figure 1: Spending on HIV and AIDS by Region, 2005-2009 (NOK 1000)



4.2.2 MAIN ACHIEVEMENTS AND SELECTED RESULTS

In 2006 a global evaluation of NCA's HIV and AIDS work was undertaken. One of the main findings was that NCA's strategy of prioritizing to work through faith-based partners has been largely successful. This strategy has continued to receive emphasis during the whole period from 2005-2010. An important result of this strategy is more openness in the churches and faith communities about issues related to sexuality and greater acceptance of People Living with HIV. The curriculums of numerous theological faculties have been updated and now put more emphasis on issues related to sexuality and teaching on how to fight stigma and discrimination. These results are important contributions in equipping the churches to effectively address HIV and AIDS challenges. Also a range of other social justice and human rights issues related to HIV and AIDS, such as gender-based violence and other sexuality-related issues that have traditionally been treated as a taboo, have been openly discussed.

Another priority has been building alliances between faith-based organizations and organizations of People Living with HIV. There have been regional initiatives in all of NCA's areas of geographic involvement. These initiatives have focused on joint advocacy campaigns, exchange visits and capacity building workshops. Regional level annual meetings for NCA staff working on HIV and AIDS have been facilitated, and the adviser on HIV and AIDS in the International Department in Oslo has served as a focal

point. In the Head Office, there has been a thematic team with members from the different divisions to discuss and follow up on issues related to HIV and AIDS. Information has been shared with all country offices involved in HIV and AIDS work, and linkages between country offices have been facilitated. The global Ecumenical Advocacy Alliance, which has had HIV and AIDS as one of two priority campaigns throughout the period, has successfully mobilized a broad group of faith actors which has contributed to faith-based organizations being recognized as an important actor in the global AIDS work.

Towards the end of the period, there has been less focus on general awareness raising programs, and more focus on programs related to care and support of People Living with HIV and AIDS. Fighting stigma and discrimination has remained a priority in most NCA country programs, and this will continue. During the last couple of years, the discussion on "masculinities" has become an important issue for NCA and partners HIV and AIDS interventions, particularly in Africa. Men are challenged to reconsider their gender roles and get more involved in care and support. There has also been more focus on issues related to sexuality and different sexual orientation. It has been an evolving trend to consider the link to primary health care systems and sexual and reproductive health and rights issues.



Inaugural PFI Conference "Positive Faith: Building Partnerships". Dr. Lidia Andruschak, UNAIDS Ukraine, answers the question during panel discussion.
Photo: Renata Marie Ellingsen/ Norwegian Church Aid

EASTERN EUROPE: BUILDING FAITH-BASED PLATFORMS TO ADDRESS HIV AND AIDS

NCA started working on HIV and AIDS in Eastern Europe in 2000, and decided to focus on faith-based partners. The Russian Orthodox Church became the most important partner, but there were also important partnerships through the Ecumenical Diaconal Council (CIBC) in St. Petersburg, the Belarus Round Table, the Ecumenical Council in the Ukraine (CCIAU) and the Armenian Round Table. All of these actors are linked to the World Council of Churches.

From the start, there was a lot of resistance from these faith-based partners to address issues related to HIV and AIDS. As the HIV epidemic began to spread rapidly through out the region, both religious and political authorities remained silent. In retrospect, many believe it was this silence which nurtured the growth of the epidemic.

Therefore an important priority for the work in Eastern Europe was to break the silence, and raise awareness and knowledge about HIV and how it is transmitted. At the start of the program, most HIV-infected were drug users who contracted the virus from unclean syringes. During the last decennium, the HIV epidemic in Eastern Europe has developed into a general epidemic, now also transmitted through sexual contact. Getting our faith-based partners to speak about sexuality in a way that contributes to reducing the spread of HIV, but not spreading stigma and discrimination, has been particularly demanding.

The strategy in Eastern Europe has been to work both top-down and bottom-up. The Orthodox churches have hierarchical organizations and it has therefore been critical to get the church leaders on board and visible to make the work succeed on other levels. Given the historic relationship between the state and church under the Soviet Union, the motivation for churches to work with secular organizations was very low. There was also little interest to work together with organizations of People Living with HIV. These were some of the factors that needed to be addressed as we developed partnerships to fight the HIV epidemic in the region.

The main achievements of NCA's work on HIV and AIDS in Eastern Europe from 2005-2010 have been the establishment of strong alliances, which have lead to more effective HIV and AIDS programs. Some of the mile stones have been:

- The publishing of the Concept of the Fight against HIV/AIDS of the Russian Orthodox Church in 2005. This provided the legitimacy and foundation for the churches work on HIV and AIDS.

- The AIDS Conference for Eastern Europe and Central Asia in Moscow in 2006 which involved churches' recognizing for the first time that the HIV-epidemic is also a problem of the church. This contributed to increased attention from the Russian government.

- The establishment in 2006 of the Anti-AIDS Network by NCA partners in Moscow and St. Petersburg, Belarusian Round Table and CCIAU from Ukraine. The network has become a hub for information and experience exchange.

- The Interreligious Conference on Interaction of Religious Communities in Russia in the Area of HIV/AIDS, organized by the Russia Round Table at the Moscow Patriarchate in 2008. The conference was attended by over 200 leaders from different religious communities (Christian, Muslim, Jewish and Buddhist) as well as representatives of associations of People Living With or Affected by HIV and AIDS and national and international governmental and non-governmental organizations. In the final documents of the conference the different actors commit themselves to strong and continued cooperation in the fight against HIV and AIDS.

- In 2009 NCA initiated a new pilot program in the Ukraine, "Positive Faith Initiative in Action" (PFI). The program involves two local partners, the All Ukrainian Network for PLWH and the Interfaith Resource Centre on HIV/AIDS of the All Ukrainian Council of Churches and Religious Organizations. In addition NCA hired a consultant with experience of building HIV-related faith-based network, which served as a mediator between the two sides. This initiative has brought a new dimension into the program: direct and equal cooperation and partnership between duty-bearers and the right holders.

- The main achievement of the PFI in 2009 was hosting the conference "Positive Faith: Building Partnership" with the Network of People Living with HIV and the All Ukrainian Council of Churches and Religious Organizations. This event was unique as far as is known in the whole EECA region by its diversity of actors who were brought together and continue to cooperate.

One of the good practices in this process has been the long-term perspective and step-by-step approach. This program has developed from a platform characterized by negative attitudes and low buy-in to a vibrant space for interreligious coordination, networking, strategic partnering and finally direct and equal cooperation between the churches and the interest organizations for People Living with HIV.

THAILAND: THE OPEN HAND CORNER IN CHIANG MAI

The Open Hand Corner project was started in 2006 as an education and information initiative which aimed to assist vulnerable children and youth from ethnic minority backgrounds and increase their resilience to exploitation and the risk of HIV infection, drugs, human trafficking and other forms of gender-based violence. Open Hand Corner was located in the red light district of Chiang Mai, and served as a drop-in centre for youngsters in need. Most of the youth assisted came from Thailand, but also a few from Burma.

The project used a multi-pronged approach with main strategies to:

- create a drop-in centre where youngsters could get advice and support in times of difficulty
- be a meeting place for “peers” working in the red light district to meet for mutual support
- provide life skills training with emphasis on HIV and AIDS, trafficking and sexual exploitation,
- provide non-formal education within the Thai Non-Formal Education (NFE) system,
- provide vocational training,
- do outreach to the home villages of the youngsters where they run peer education sessions and outreach campaigns during village festival times and holidays.

During the four years the project was supported by NCA, 400 young female students gained access to education and information about HIV and AIDS. Some of the students participated more than one year, making the total number of participants 460.

Main results of the program:

- Around 400 young girls gained access to education and information on HIV and ADIS, trafficking and other social issues like drug abuse and acquired knowledge on how to protect themselves from these dangers. Because of the location in the red light district, a much higher number of vulnerable children and

youth in this area were able to benefit from the services offered by the Open Hand Corner. These services included counselling, referral to specialist institutions, and negotiations with the police to get street children out of custody.

- Through the Open Hand Corner, many of the students and clients found a support network.

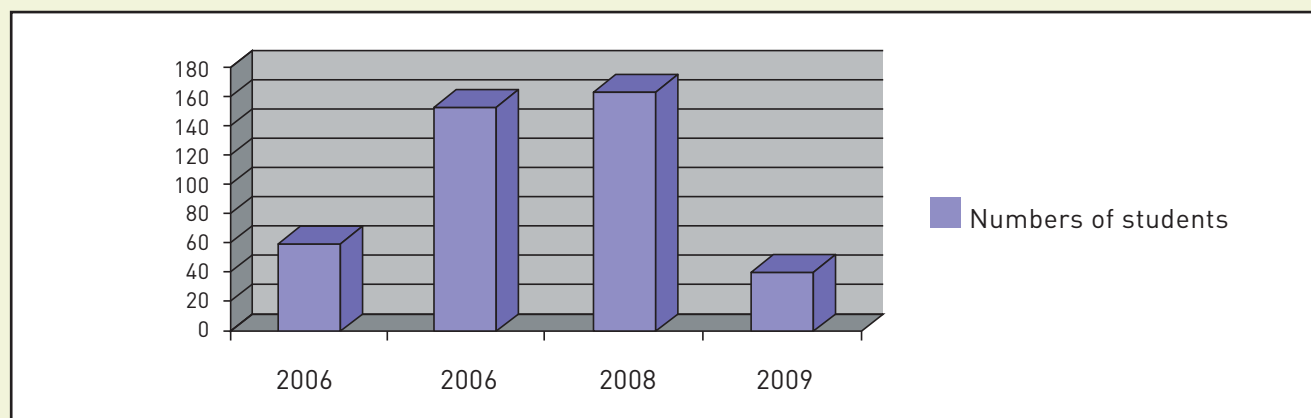
- A cooperative shop was run out of the Open Hand Corner front.

- Through the life skills training and support from Open Hand Corner, the students and clients were equipped to raise awareness in their home communities on HIV and AIDS, trafficking and health issues, including reproductive health and promotion of condoms.

The impact of the project is therefore much larger than the 400 girls that have participated during the program period. Many girls gained skills after vocational training programs including traditional massage and dress making and have since used these skills for self employment or formal employment. One girl was employed as a specialist on traditional Thai massage in a hospital run by one of the main temples in Chiang Mai. Dressmaking has been a good source of income for several of the girls.

One of the reasons why the project has been so successful has been that Open Hand Corner had a flexible schedule for the non formal education program and the girls could study at the hours when they were not working. A similar program run by the government was out of reach for the girls because it was offered at inconvenient times and because proof of Thai citizenship was a requirement for registration. The Open Hand Corner was one of very few places where ethnic minorities and non-Thai could turn for education, information and support.

Figure 2: Number of students.



THE CONTRIBUTION OF THE ECUMENICAL HIV INITIATIVE IN AFRICA (EHAIA) IN CREATING AIDS-COMPETENT CHURCHES.

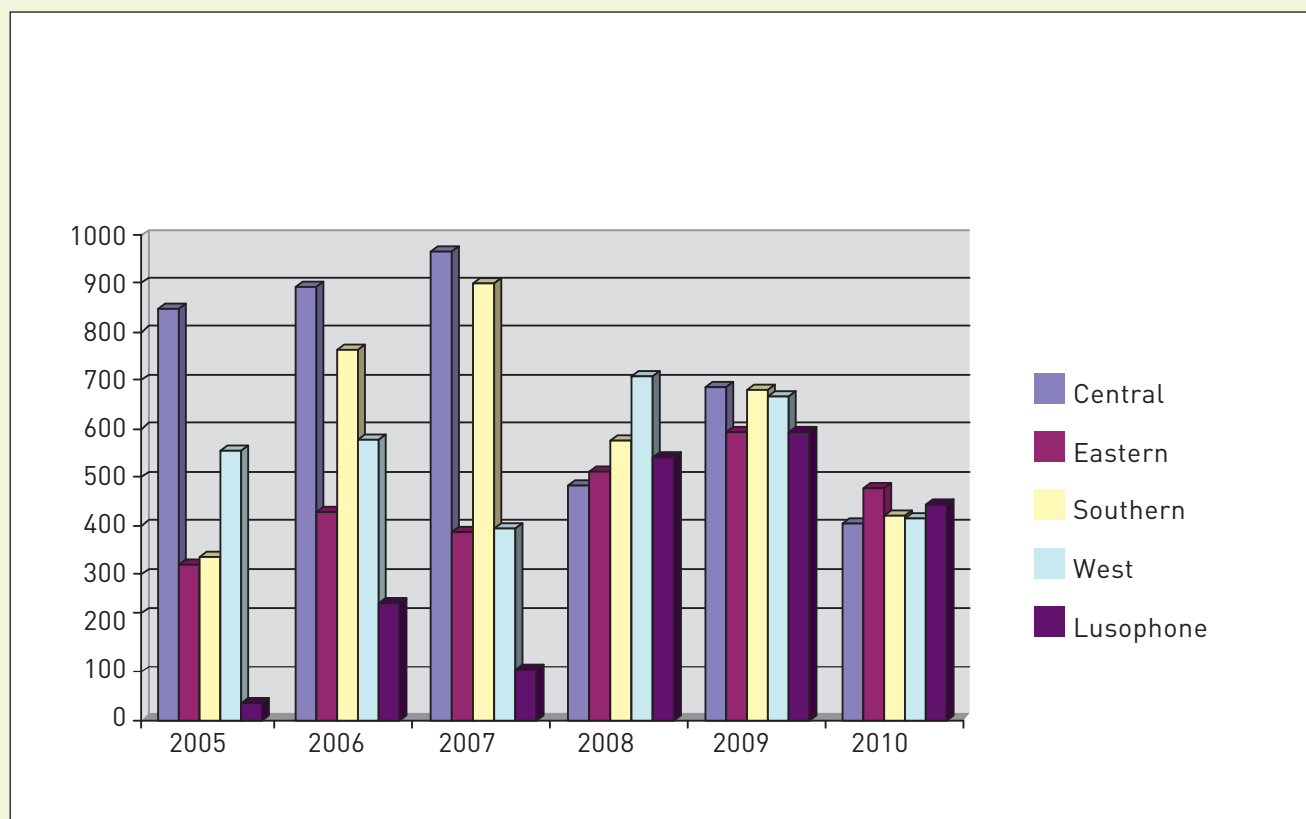
The Ecumenical HIV Initiative in Africa was launched in 2002 to enable churches in Africa to access information, training, and resources and establish contact with other churches to help them deal with AIDS in their communities. Norwegian Church Aid, together with Christian Aid, was instrumental in the establishment of this program of the World Council of Churches, and has been actively involved in the work through the period from 2005-2010.

The program has a project leader and an assistant based at the World Council of Churches in Geneva. There are five regional offices, with regional coordinators. One of the coordinators is based in the Norwegian Church Aid office in Angola. Two theological consultants are supporting the project. EHAIA is guided by an international and regional reference group where NCA has participated. EHAIA works in collaboration with the All Africa Conference of Churches, sub-regional church fellowships, national councils of churches, and associations of people living with HIV.

Though EHAIA is a WCC project, the staff does not limit itself to the member churches of WCC, but has also reached out to many faith actors, including the Roman Catholic, Evangelicals, Pentecostals and African Instituted Churches. The main focus of the work undertaken by the regional coordinators is on capacity building of religious leaders at different levels in the churches which includes senior church leaders, pastors, women and youth leaders as well as Sunday school teachers. (See figure below.)

The theology consultants focus on Training of Trainers (ToT) for theological institutions and schools of religion and theology in secular universities. The workshops and ToTs are organized in English, French and Portuguese language and the main target is mainstreaming of HIV curriculum and teaching pedagogical skills in how to teach on HIV in different theological disciplines.

Figure 3: Number of participants in trainings during the period 2005-2010 by region



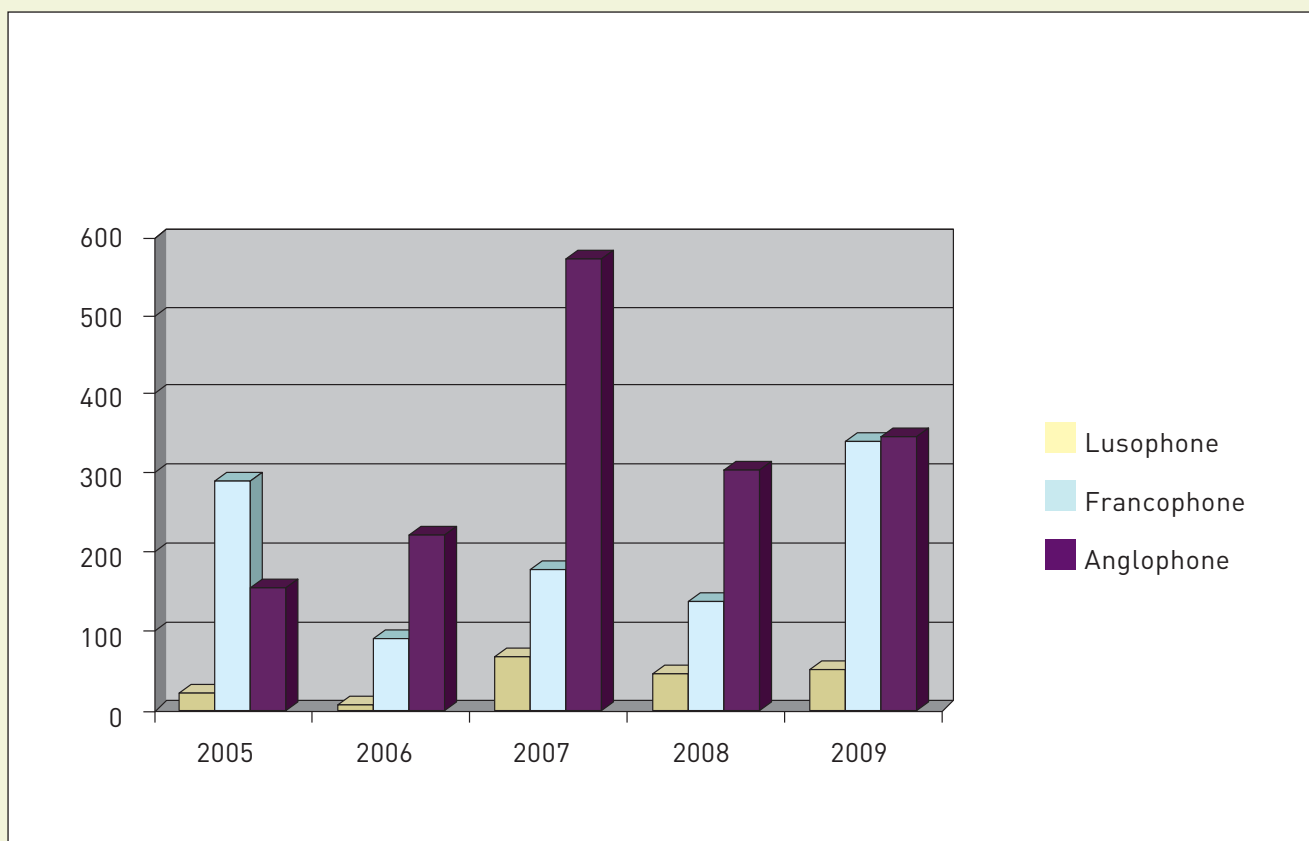
The trainings have been carried out in 39 countries in Sub-Saharan Africa. Reports from annual meetings tell moving stories of insights gained and how churches and individuals have changed their attitudes to HIV-positive persons.

EHAIA has been an important actor in the fight against stigma and discrimination within the African churches and local communities. Representatives from organizations and networks of People Living with HIV have been active as both resource persons as well as participants. In addition to the trainings, EHAIA has produced and distributed theological literature addressing HIV and AIDS.

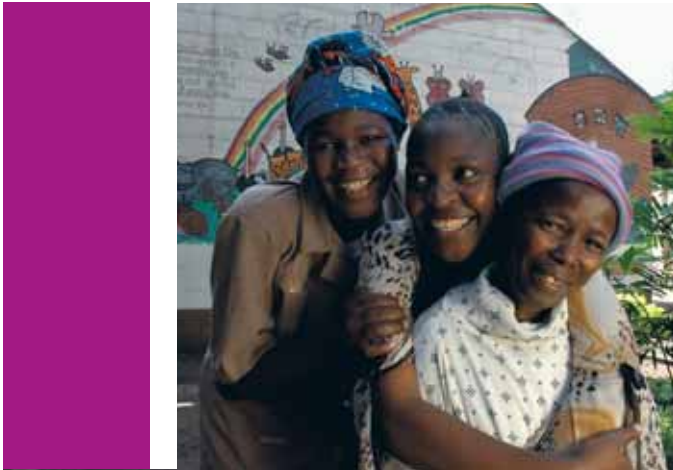
During the first five years of EHAIA (2002-2006) much focus was on creating awareness on the nature of the HIV pandemic, and accepting that indeed there is HIV and AIDS within the churches. Over the period EHAIA has made substantial contributions to stopping stigma and discrimination of HIV positive children, adults and their families.

2010 was a productive year as all staff was focused in scrutinizing the gender dynamics and injustices as in sexual and gender-based violence and their interface with the HIV pandemic. More and more men are participating and they are brought together to interrogate masculinities and femininities using contextual bible study (CBS) methodology. This approach has helped to intensively address stigma, discrimination and empowerment of participants from all walks of life for transformational leadership, biblical and theological reflections and nurturing meaningful collaborative and creative partnership.

Figure 4: Number of trainings-of-trainers carried out from 2005-2009 by language group (2010 data not available)



4.2.3 MAIN DEVIATION FROM PLANS AND LESSONS LEARNED



Faith based partners are playing a major role in forming values and attitudes. These women are members in a group at St Johns Community center in Nairobi. Photo: Bente Bjercke/Norwegian Church Aid

During the first part of the period, NCA was strongly engaged in advocacy, mainly at a global level through the Ecumenical Advocacy Alliance. However, due to staff changes and other priorities these activities have decreased substantially towards the end of the period.

Mainstreaming of HIV and AIDS in partners programs has been and remains a challenge. There is a need for more systematic follow up on and documentation of how this is done. Also, NCA needs to strengthen work to mainstream HIV and AIDS policies in emergency operations where NCA has an implementing role.

NCA has used its comparative advantage by focusing on faith-based partners in the HIV and AIDS work. In most societies churches and temples play a major role in forming the values and attitudes in the population. By focusing on faith-based partners in the implementation of programs, their competence on HIV and AIDS related issues has been substantially increased. Faith actors have used their outreach to play a major role in preventing the spread of the virus, and also in reducing stigma and discrimination.

There is a strong link between HIV and AIDS and gender related issues. Understanding of the nature of these linkages has increased, and in 2009 NCA invited 15 HIV and AIDS and gender advisors from NCA Country Offices for a joint week of learning and exchange with counterparts in the Head Office. One issue explored during the week was the issue of “masculinities” and how men’s understanding of masculinity affect gender-based violence and the spread of HIV. In Southern Africa and Head Office, we have started to look more closely at the

link between alcohol and negative expressions of “masculinity” as an area of concern.

Many of the programs NCA has supported since 2005 have had strong awareness raising components, but it is difficult to specifically measure the impact these programs have had on reducing number of new infections and on reducing stigma and discrimination. However, we see many examples that suggest information and increased awareness is a necessary first step in changing attitudes, and hopefully finally behavior.

In the first part of the reporting period, NCA had resources remaining from the 2001 TV Campaign. These funds were mainly exhausted by 2006 and it has not been easy to attract new funding. The offices in South East Asia, with semi-operational programs have been most successful in attracting funds from new sources. Some of the partners have, thanks to assistance from NCA, been able to get direct funding from The Global Fund and other new donors to fight AIDS, Tuberculosis and Malaria. For example, the Ethiopian Orthodox Church is now able Global Fund resources directly. Unfortunately, many of the programs in Southern and Eastern Africa have not been successful in attracting new HIV and AIDS money. This is a challenge as HIV remains a major health and development issue in these regions.

Some of the partners have developed a stronger focus on Sexual and Reproductive Health and Rights (SRHR). It seems that it is easier to get secular partners on board on these issues, but also some of the faith-based partners have taken up this challenge. In the years to come, we think it will be important not only to focus on SRHR, but also the link between a well functioning primary health care system and quality care and support for People Living with HIV and AIDS.

As a consequence of the new Global Strategy, with partly new focus areas and where the aim is to reduce the number of countries NCA is involved in as well as the number of partners, the majority of country offices have been phasing out their projects on HIV and AIDS. The number of country offices which have decided to give priority to HIV and AIDS in the next planning period has now been reduced to 10. One of the new focus areas for the next strategy period will be Access to Quality Health Care and we expect HIV and AIDS work will continue in some of the countries giving priority to this program area.

4.3 COMMUNITIES FOR FRESH WATER AND SAFE SANITATION

4.3.1 OVERVIEW MAIN GOALS AND STATUS

NCA's focus on *Communities for Fresh Water and Safe Sanitation* has responded to international commitments to secure safe drinking water, basic sanitation and water as a resource for development for poor communities. Through the Millennium Development Goals, the world's nations committed to reduce by half the proportion of people without sustainable access to safe drinking water by 2015. The Johannesburg World Summit for Sustainable Development in 2002 expanded this MDG target to include basic sanitation, and water as a resource. Due to the magnitude of this task, the period 2005-2015 was declared as the International Decade for Action 'Water for Life'. Slower progress on improved access to sanitation resulted in the declaration of the International Year of Sanitation in 2008.

Within this context, NCA's focus for 2005–2010 has been to "ensure the right of poor and vulnerable people to an adequate supply of good quality water and safe sanitation within the context of sustainable water resource management systems." In particular NCA has aimed to support local partners in their efforts to:

- Provide Water, Sanitation and Hygiene (WASH) services in emergencies and establish local WASH preparedness capacity.
- Ensure sustainable access to clean water and safe sanitation and scale up successful initiatives.
- Enhance the productive use of water at household level.

- Establish national policies and capacities for responsible water resource management.
- Advocate for policies that ensure access to water as public good as opposed to a commercial good.
- Support initiatives to promote cooperation around trans-boundary rivers and reduce potential for conflict.
- Promote climate adaptation measures that build on environmentally sustainable management of water resources.

Norwegian Church Aid's annual expenditures on water and sanitation rose from NOK 65 million in 2005 to NOK 130 million in 2009. Within NCA's water and sanitation portfolio, we have identified three main categories of projects: provision of water and sanitation and promotion of hygiene (WASH), advocacy for improved access to water and interventions to secure water for livelihood (water for productive use). Work within the WASH category comprises acute humanitarian assistance (e.g. Chad 2005, Zimbabwe 2009, Haiti 2010, Pakistan 2010), provision of water and sanitation in protracted humanitarian situations (e.g. Iraq, Somalia, Afghanistan, Sudan-Darfur) and long-term development (e.g. Ethiopia, Kenya, Zambia).

Table 1 below shows that NCA's main spending during the period has been on WASH. Spending on water for productive purposes doubled from 2007 onwards, while spending on water advocacy remained at 1-3% during the period.

Table 1: Number of projects, spending by category of work and main countries.

ISSUE/YEAR	2005	2006	2007	2008	2009
No. of projects	57	147	128	136	139
WASH as % of total budget for Water	91	93	82	73	78
Advocacy as % of total budget for Water	1	1	2	2	3
Water for livelihood as % of total budget for Water	8	6	16	14	19
Number of NCA countries working on water	23	33	38	34	27
Country with largest project in water sector	Iraq	Sudan	Sudan	Somalia	Somalia
Country with second largest project in water sector	Sudag	Iraq	Iraq	Afghanistan	Afghanistan
Country with third largest project in water sector	Burundi	Lebanon	Eritrea	DR Congo	Iraq

Most funds in the water sector were used in countries with a post acute emergency situation and/or protracted emergency. Several projects integrated WASH activities with water for livelihood, which has been an important approach to the work in Afghanistan. Few projects

integrated service delivery in the WASH sector with advocacy. One exception was the work in Angola on access to basic water services and local governance. This is an interesting model for future work.

4.3.2 MAIN ACHIEVEMENTS AND SELECTED RESULTS

NCA has strived to implement an integrated approach to work under this thematic priority, linking emergency response, long term development and advocacy. This has led to a diverse set of results.

One important result of NCA's advocacy work was the creation of the Ecumenical Water Network (EWN) in 2005/2006 with its home in the World Council of Churches. NCA contributed actively to the initiation and facilitation of this network and is represented on its board. The EWN aims to: "promote the preservation, responsible management and the equitable distribution of water for all, based on the understanding that water is a gift of God and a fundamental human right". During the period 2005-2010, EWN has successfully facilitated exchange of information and provided materials for churches and others about the global water crisis and community-based solutions. The network has also coordinated various advocacy initiatives calling for recognition of water as a basic human right. In recent years, EWN has facilitated a series of initiatives and conferences in a number of countries. For instance in 2008, the EWN together with other civil society actors supported an initiative to appoint a Special Rapporteur on water rights in the UN Human Rights Council (HRC). The EWN Secretariat hosted an informal meeting between government and civil society representatives and participated in other meetings which prepared the ground for the official introduction of the resolution to appoint an independent expert. These efforts contributed to the adoption of a resolution by the HRC to appoint an Independent Expert on the Human Right to Water and Sanitation, with a three year mandate. EWN participants have participated in several meetings with her and have contributed to the deliberations on the agenda and

approaches for the mandate. As a consequence, EWN is recognized and approached as a relevant actor by the Independent Expert and her team as well as by other organizations. In 2010 two important steps were taken for the human right to water and sanitation to which EWN contributed: In July United Nations General Assembly adopted the non binding Resolution 64/292 on the right to water and sanitation. The Resolution acknowledges that clean drinking water and sanitation are integral to the realization of all human rights. The Resolution also welcomes the important work carried out by the Independent Expert on the issue of human rights obligations related to access to safe drinking water and sanitation. Secondly, the United Nations Human Rights Council adopted the Resolution on Human rights and access to safe drinking water and sanitation in September. It affirms that the right to water and sanitation are part of existing international law and has therefore confirmed that these rights are legally binding upon States. Consequently, states parties to the International Covenant on Economic Social and Cultural Rights can no longer deny their responsibility to provide safe water and sanitation for all individuals.

In the field of emergency response, NCA has saved lives and protected the health of affected people by supplying water, sanitation services, hygiene promotion and psycho social assistance. NCA provided humanitarian assistance directly or through ACT International partners in Pakistan (2005), Lebanon (2006), Bangladesh (2007), Burma (2008), DR Congo (2009), Haiti and Pakistan (2010) (See Chapter 3.1 for details). NCA has also provided water and sanitation services, and built local capacities in contexts of protracted emergencies, like the case of Iraq presented on the next page.

As regards long-term development work, NCA has contributed to results related to improved access to basic water and sanitation (WASH) as well as improved access to water for livelihood at local community level. For instance, through cooperation with local partners in Afghanistan, NCA contributed to the rehabilitation of irrigation canals and trained community irrigation water managers. In Ethiopia, NCA and partners have facilitated the construction of small-scale irrigation facilities, which have helped to improve food security. In Brazil, NCA partner, Diakonia, has constructed rain-water harvesting facilities which have provided water for people and crops.

Supply of safe water, facilitation of sanitation facilities and promotion of safe hygiene behaviour (WASH) contributes to peoples well being and health and is, therefore, a

prerequisite for poverty alleviation. The following selected cases are two examples of NCA's work related to improved access to water and sanitation (WASH), and show two different approaches. The Eritrea case shows a service delivery to a remote living farming community through NCA's partner, the Ministry for Water Resources. This approach has worked well in a context where there is little political space to directly mobilize communities on a rights agenda. The Angola case shows how NCA and partners assist people to claim their right to delivery of basic services by the government. A common feature for both countries is that the water sector is to some degree deregulated and beneficiary communities are responsible for the financing and managing of operation and maintenance of their local water supply scheme.

IRAQ:

PROVISION OF WATER AND SANITATION IN A PROTRACTED EMERGENCY

From 2010, NCA began the process of closing its program in Iraq and phasing out support to the water sector in South Iraq. NCA has successfully provided water and sanitation services in the context of conflict and political instability since 1997, and for several years the Iraq program was NCA's biggest water project in terms of funding. The water program has evolved in step with NCA's four phases of engagement in Iraq. In the first phase, NCA collaborated with the Iraqi Red Crescent Society (IRCS) rehabilitating water distribution systems and major water treatment plants in central Iraq, of which five were completed prior to 2003. NCA also built capacity of operational staff and provided equipment for the operation and maintenance of water distribution and treatment plants. This phase came to an end in March 2003 with the invasion of Iraq.

During a second phase, NCA focused on emergency repairs of large water treatment plants, compact water treatment units and water purification units, water boosting and stations, and sewage pumping stations. NCA also distributed water using cistern trucks in central and southern Iraq. From 2005 a third phase of work commenced with shift of focus from repair of

technically complicated larger infrastructure to the installation of desalination units in public institutions such as hospitals and the repair of compact water treatment units (CU) and construction of water piping schemes in villages and small towns. One factor that contributed to this shift was the general deterioration of the security situation in Iraq, which led to the evacuation of all expatriate staff. From 2006, NCA's Iraq program was managed from Amman, Jordan. From 2009, a fourth phase of water assistance commenced with a shift in focus from a technical to a holistic approach integrating water supply, provision of sanitation and hygiene services to schools in central and southern Iraq. NCA managed to continue operations for 14 years in an extremely difficult working environment, in some way improving daily life for more than one million people. A MFA evaluation report from 2011 concluded that "in the majority of the assessed installations, clean drinking water is provided with a high degree of sustainability. The best results can be found for all hospital RO (desalination) installations, and also the majority of CU and PU installations / rehabilitations in the cities and villages. Installations of smaller water units in schools suffer from lack of maintenance and proper follow-up".

ERITREA: IMPROVED ACCESS TO CLEAN WATER FOR DEKI ANDU VILLAGE

In 2005, NCA Eritrea entered a strategic partnership with the Norwegian Embassy and secured funding for the next years. The economic crisis in Eritrea and the proclamation of a new NGO law in 2005 resulted in a challenging working situation for NCA, where we are one of 5 international organizations still working in the country. NCA's implementing partner for most of the projects are governmental institutions at different levels such as the Ministry of Agriculture of the Northern Red Sea zoba (province) for the Integrated Development Project in Shebah Demas where NCA installed solar driven water supply schemes. Climatically, most of Eritrea is classified as arid and hot with large variations, depending on altitude and geographical position. The country is highly prone to changing climate patterns and consequently the government of Eritrea (GoE) gives high political priority to water resource management and supply.

The village Deki Andu with its 2780 inhabitants is remotely situated at an altitude of 2060 m in Anseba zoba (province). The Anseba local government requested NCA to facilitate the construction of a water supply scheme in 2005.

NCA visited the village to discuss with community representatives and the development committee of the village, and as a result, agreed to support this project. At this time, women and girls bucket-hauled water from a traditional, unprotected well located some distance from the village at the bottom of a valley. Water from this well was shared with the animals of the village and people were suffering from water-borne diseases. A creative governmental water engineer designed the water scheme and supervised the construction. Women and men from the village did the construction work, which required both skilled and

unskilled labour. They had to prepare and maintain a bumpy road to the village for bringing in construction material, cut and collected stones for the reservoir, the well, the pump-house and the distribution points. Both men and women carried stones and cement to the sites. The women, most affected by the burden to fetch water, took the responsibility to mobilize their husbands, school children and other members of the community to work hard to make the water supply system a success.

The members of the community showed enthusiasm and creativity in mobilizing the community and making joint efforts to get the water supply installations in place. One example of this enthusiasm and creativity was how the villagers cut stones for the various constructions and in particular the reservoir. The cutting was done in such a way that it created an open water "reservoir," on top of the nearby hill where the water storage tank was built. The rain water collected in this reservoir supplied water for the cement linings for construction of the stone walled water storage tank. After four years of work, the water scheme was handed over to the community. A water committee, consisting of women and men, was established to manage the facilities and payments for the water from the villagers. The water supply scheme has considerably reduced the time and the drudgery of water collection and improved public health.

NCA appreciated the resilience and unwavering commitment of the villagers and learned the importance of close follow up of project implementation on the ground. We also saw the importance of continuous advocacy from NCA to the provincial government, on behalf of the local community, to avoid unnecessary delays in project progress.



*The water storage tank. By cutting stones for the storage tank a water reservoir was created that served for storing water during construction.
Photo: Norwegian Church Aid*

ANGOLA: WATER AND ACCOUNTABLE LOCAL GOVERNANCE

Norwegian Church Aid and partner organization IECA (Igreja Evangelica Congregaional de Angola) implemented a water and accountable governance project in the village of Cuio in the Benguela Province in 2008 -2009. The aim of the project was to enhance the dialogue and interaction between the local community, community leaders and local authorities and ultimately contribute to the improvement of living conditions in the village. Post-war Angola has never held local elections, but in recent years has started a process of decentralization and increased participation of civil society. The municipalities have at the same time received budget units and were expected to make local plans for the use of these funds, even though the local authorities had no experience and little capacity to do this. Local authorities had even less experience in developing these plans together with the civil society.

Cuio village is situated at the southern sea shore of Angola which is part of the Namibe desert. Access to water was difficult and expensive and the local government had not yet been able to provide basic social services. During this project, a water supply scheme and laundry places were constructed. The scheme consisted of a drilled well, pumping station, 6 km of pipeline, water storage tank and distribution. Local women were involved in the design and implementation at an early stage of the project since they traditionally were in charge of collecting water. A water community group was created and put in charge of managing the operation and maintenance of the scheme. The community group was able to invest in equipment for servicing the scheme, including a motorcycle for driving daily to the generator house.

Through this project, the community has developed an increased sense of ownership and an understanding that they have the right and duty to engage the local authorities. The community has demonstrated their understanding of being "co-creators of governance" on a number of occasions. For example a month after inaugurating the project, the generator burned down to the ground due to unclear reasons. Instead of despairing, the community group went to see NCA's local partner IECA and informed them about what had happened telling them that they had some of the funds needed in order to buy a new generator, and asked IECA to loan them the rest. The generator was replaced, and the loan reimbursed as promised.

On another occasion, the partner IECA together with the communal administrator from Dombe Grande, traditional leaders and the police, were urgently summoned to Cuio by the community group. At the heart of the dispute was the local representative of the MPLA, which is the ruling party in Angola. The MPLA representative had decided that he and the party should take over the management of the money collected by the community water group. The community group was so surprised that they brought the money with them to IECA (local church) and asked them to take care of the funds. The local IECA pastor did

not want to take on the responsibility, and contacted the provincial IECA leadership who again contacted the communal administrator. The meeting went well and the MPLA representative apologized, claiming it had all been a misunderstanding. It was made clear to all parties that it is the responsibility of the community water-management group to manage the funds collected from the villagers for the use of the drinking-water system.

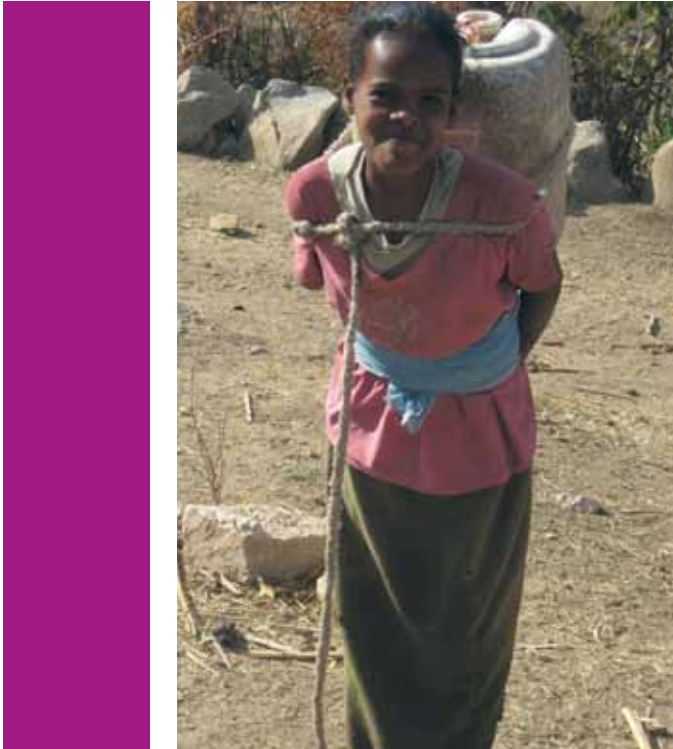
This project shows that the sense of ownership that was created through the regular meetings between NCA, partner IECA and the community also served as motivation after the completion of the drinking-water system. NCA's partner IECA, has been part of a NCA-supported capacity building scheme on local governance, which has provided training on the role and function of local government as well as strategies for engaging. This training certainly came in handy when IECA was asked to support the local community.

At community level, the water group clearly demonstrated that they were the rightful representatives of what was in the best interest for their community. Because the community understood their rights and the role of local government, they helped their local administrator live up to his duty as public servant. The project has empowered the local community, who now demonstrates confidence when interacting with the local administration in claiming their rights. The project has also brought the local government closer to the community through placing all stakeholders in the same "room" and opening space for dialogue in which the local government representatives are becoming more aware of the community's needs and capabilities. An additional positive aspect is that the coordinator of the community group and several other members are women. The water supply scheme has contributed to savings at household level due to reduced expenses for water. Water consumption increased per person per day which indicates an improved public and individual health situation in the community.



Three members of the water community group (the woman with child is the leader of the group) during a community meeting.
Photo: Norwegian Church Aid

4.3.3 MAIN DEVIATIONS FROM PLANS AND LESSONS LEARNED



A girl carrying water from a distant well to her home. Securing fair access to water is an important contribution to climate change adaptation. Photo: Norwegian Church Aid

NCA recognizes that some of the GSP focus areas for water have received less attention than others. For example, there were relatively few programs or projects specifically aimed at influencing national policies and capacities for water resources management or supporting conflict resolution around trans-boundary rivers. NCA and partner organizations have, however, carried out various advocacy initiatives on all levels, addressing local, national and international decision makers. The main focus of the advocacy work has been on water resources management, right to water and access to water and sanitation services. There have been relatively weak links between projects to improve service delivery and advocacy work. The GSP Evaluation of Water and Sanitation, recommended that NCA should, where possible, strengthen advocacy related to water and preferably in combination with humanitarian and/or long-term service delivery. This is an important areas for future follow up.

During the period 2005 – 2010 NCA has learned that the quality of program/projects in the WASH sector depends to large degree on the competence and capacity of NCA's field staff, partner organizations and rights-holders. In addition, it is crucial that we have the relevant

tools to assure the quality of projects, including robust monitoring and evaluation routines. The need to support continuous training for NCA's field staff was started and followed up at the 2010 NCA global WASH network meeting that established a network of Community of Practice for the WASH sector. It will be important to give priority to the continuous improvement of the program. Another lesson is that we need to be more systematic in documenting, reflecting upon and disseminating the results (both good and bad) of our work.

Secondly, the rights-holders feeling of ownership for a project is closely linked to the long-term sustainability of a project. The sustainability of the infrastructure depends to a large extent, on the demand for it and the active participation of rights-holders from project design to management of operation and maintenance. Communities are not homogeneous and clear strategies are needed to ensure the participation of different groups, e.g. women and men as well as the different socio-economic and ethnic groups. In addition to this, sustainability also depends on the appropriate selection of technology, ensuring compliance with basic standards and easy and affordable access to spare parts. Follow up of the rights-holder groups is important to ensure that project benefits are sustainable over time.

Thirdly, we need to strengthen our integrated approach in order to reap the maximum benefits of a water project for both rights-holders and the environment. Poverty alleviation and increased wellbeing through improved health is best attained when we can combine service delivery, livelihood, resource management and political advocacy. This means that focus on sanitation and hygiene promotion must, to a greater extent, go hand in hand with provision of water. Water supply must always be seen in the larger context of sustainable water resource management.

Climate change is a substantial threat, especially to poor and marginalized people in many of the countries where NCA works. (See also Ch 4.6) Securing fair access to water and contributing to responsible management of water resources are important contributions to climate change adaptation. In the next period, NCA will give increased focus to environmental mainstreaming in all of our water and sanitation projects and strengthen integrated water resource management as a main component of our work on climate change adaptation.

4.4 MEN AND WOMEN ADDRESSING GENDER-BASED VIOLENCE

4.4.1 OVERVIEW OF NCA’S MAIN GOALS AND STATUS

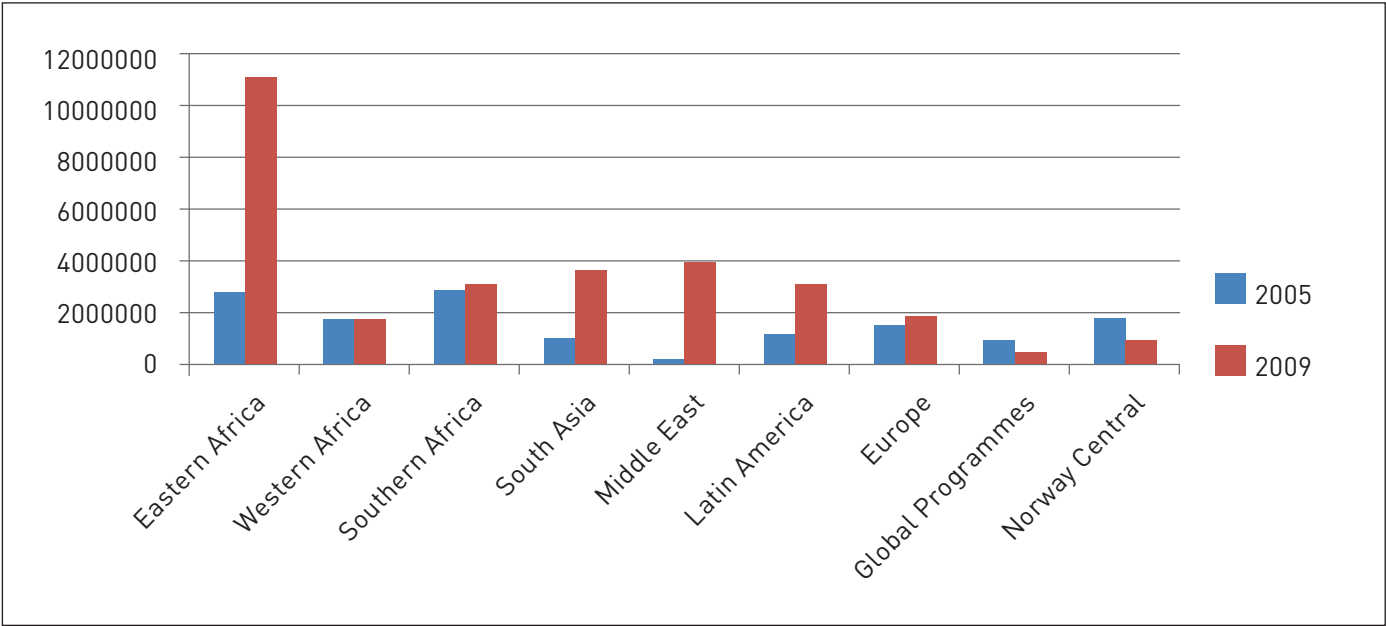
Globally, physical and/or sexual violence against women and girls remains a major problem in all cultures and countries. Violence based on gender has far reaching consequences, especially for women and girls. Boys and men, families and communities are also affected. For women and girls 16–44 years old, violence is a major cause of death and disability. In 1994, a World Bank study analyzed 10 selected risk factors for girls and women in this age group and found rape and domestic violence represented a higher risk than cancer, motor vehicle accidents, war and malaria. Gender-based violence not only violates human rights, but also hampers productivity, reduces human capital and undermines economic growth. In 102 countries there are still no specific legal provisions against domestic violence, and marital rape is not a prosecutable offence in at least 53 nations. All the above are strong indications that the challenge of addressing the root causes of gender-based violence is still a highly relevant endeavor.

Over the last five years, NCA has doubled both its spending and number of projects supported under the thematic priority, *Men and Women Address Gender-Based Violence*. The main recipients of funds over this period have been the programs and partners in Eastern Africa, which is also the region receiving most resources overall (see Figure 1 below). From 2010, funding for gender-based violence work in **DR Congo** further increased due to a new 3-year Framework Agreement with the Norwegian

Ministry of Foreign Affairs. The Women Peace and Security Program, with its focus on UN SR 1325, in the **Middle East** accounts for a major increase in spending in that region. Projects working on the following aspects of GBV have received the most funding over the period: trafficking, female genital mutilation (FGM)/other harmful traditional practices and general awareness raising on gender and GBV. In 2005, NCA spent approximately NOK 13.6 million on gender-based violence, covering 51 projects. In 2009 this amount had risen to approximately NOK 29.5 million and went to more than a hundred projects in 36 countries. This represented 4.2% of NCA total budget for the International Development Department budget for programme support in 2009.

NCA’s focus in this period has been to mobilize Faith-Based Organizations (FBOs), especially the churches, to expose and take action against GBV, challenge men as duty-bearers, address structural issues related to GBV and work on United Nations Security Council Resolution 1325. NCA has also used new approaches to address and reduce harmful practices, such as female genital mutilation and early marriage and the prevention of trafficking in women and children. In 2007 the Global Strategic Plan was revised and NCA increased its emphasis on the implication of GBV to human security and the right to protection, GBV in conflict situations and a stronger focus on the role of FBOs as duty-bearers to act to prevent, respond to and advocate for zero tolerance to violence against girls and women.

Figure 1: Comparison of expenditure per region between 2005 -2009



4.4.2 MAIN DEVIATIONS FROM PLANS AND LESSONS LEARNED

From 'taboo' to 'public concern'

In 2010, NCA finalized an external evaluation, *NCA Global Evaluation of "Men and Women Address Gender-Based Violence" 2005-2009*. The evaluation, which included two country studies, Guatemala and Mali, found that most of the projects supported by NCA have been successful in bringing GBV out of the private sphere and into the public domain. This is in itself a major achievement and also an important condition for eventually reducing gender-based violence. NCA has also been successful in agenda setting among many partner organisations. Particularly faith-based organisations and religious

leaders, but also secular partners, have understood the necessity of addressing gender-based violence and gender inequalities and discrimination in own structures and have been enabled to promote new practices. In some instances this has resulted in bold official statements by high ranking church bodies and religious leaders condemning GBV and harmful practices such as FGM. Though we have good evidence that NCA has contributed positively to raised awareness and changing attitudes, the challenge of changing policies and practice remains in most contexts.

ETHIOPIA:

PUBLIC DECLARATIONS ON ZERO TOLERANCE OF FGM

This experience from Ethiopia illustrates how persistent and dedicated attention to working with partners can produce ground breaking results, even with sensitive issues such as FGM. In Ethiopia, FGM is still practiced widely, with an estimated prevalence of 74% in 2005. To a varying degree, it transcends religion, ethnicity and geographical locations. However, religion has been given as a justification for the practice of FGM. NCA therefore believes that interventions that address cultural and religious factors contributing to FGM are crucial for changing behavior.

In this context and over an extended period of time, NCA has worked with FGM and sensitization of communities. In partnership with the Evangelical Churches Fellowship of Ethiopia (ECFE) NCA initiated a project in early 2009 aimed at enhancing the role of church leaders to address FGM. ECFE represents 31 denominations comprised of more than 30,000 local parishes and 62 church-related organizations in Ethiopia. In addition they represent 15 Ethiopian evangelical churches abroad. In total, the ECFE represents some 15 million plus followers.

Through a wide range of strategies and activities, such as advocacy, sensitization, awareness building, thematic papers, documentary films, surveys, theological reflections and dialogue, NCA together with the ECFE has addressed top leadership, denomination leaders, women ministries and theological seminars in developing an understanding and awareness of the challenges faced through FGM and gender-based violence more generally. This process involved more than 600 different groups. One result of this collective effort was a 40 page theological reflection document. Based on this document, consensus was reached to issue a 5 point position statement and a public declaration of zero-tolerance on FGM, submitted formally to the Minister of Women's Affairs as well as being distributed to more than 30,000 congregations.

The event was the first of its kind where churches in unison have addressed such an important issue. The government has also given its approval and indicated its willingness to collaborate to scale up the initiative.

This result is encouraging as it shows a renewed commitment and interest of church leadership to work on FGM and the wide reaching potentials of the church in issuing public declaration on the issue. Moreover, the theological reflection document and the findings of the assessment has become evidence based resource material for the churches to use in its future engagement. For NCA and other partners, the exercise has created an opportunity to learn more about church's potential, gaps and identified strategies and areas to collaborate in the future and keep the momentum.



*A woman has tied together her toes, just like they were tied together when she was circumcised as a little girl.
Photo: Bente Bjercke(Norwegian Church Aid)*

Churches challenging own structures

The evaluation also states that NCA's focus on GBV and on right holders is in line with global challenges and it has relevance to women's security as well as in enhancing the quality of NCA endeavours as a whole. The main focus of NCA's approach has been the instigation of a transformation process to alter the value systems that

are the root causes of GBV. These awareness raising strategies, which have often been linked to faith-based organizations which have NCA partners over a longer period of time, are advancing sustainability. NCA has also managed to engage faith-based organizations to reflect on own practice and role in perpetuating gender discrimination, as the case from Zambia shows.

ZAMBIA: REFLECTION AND ACTION ON GENDER-BASED VIOLENCE

In the Zambian society, as well as in its churches, discrimination, exclusion from public office and violence based on gender are wide spread. The Churches have a long history of speaking on behalf of the people and have dealt with gender and women's issues mainly from a stereotyped approach of women's roles as mothers, wives and care givers and not as equal participants and stakeholders.

During a number of workshops held in 2007 supported by NCA, the Churches acknowledged this situation and agreed that it was time to internally reflect upon and assess its own situation. A situational analysis revealed gender inequalities in decision making structures and processes; gender injustices in the way women and men were perceived especially in counseling sessions, and the misinterpretations of some biblical passages. It uncovered that in some cases harmful socio-cultural practices had filtered into the churches. These findings were confirmed also in a NCA supported regional gender audit of churches that was done in Malawi, South Africa and Zambia. It concluded that while doctrines, policies and practices existed that were to some extent gender sensitive, there still exists a lot of discrimination against women and denial of women's rights within the church.

The establishment of this baseline together with training on gender issues spurred joint action to develop a gender vision for churches, a generic gender sensitive curriculum and its accompanying training manuals for the clergy, lay church leaders and the youths in the church. The ownership and commitment created through the participatory process resulted in the adoption and launching of the Gender Theological Declaration at a historical ceremony at the Cathedral of the Holy Cross on 11 December 2009. It was the first time that the Churches came together to speak with one voice on fighting GBV and gender injustices within its own structures. The Declaration was signed by the leaders of the Churches and representatives from the Zambian government. The process has strengthened the linking of church activities to government, international and regional policy framework provisions.

It is an achievement in itself to get churches and religious actors to take the step from statements to actions. Amongst the issues that the churches have committed themselves to are the

attainment of gender equity and equality within the church structures, operations and practices in the society; ensuring proper training in interpretation of scriptures in the theological schools, seminaries and colleges is adequately provided; working with the law enforcing agencies in dealing with gender inequality and GBV.

The process has been supplemented by initiatives of resource partners, driving awareness raising activities in print media, radio and drama. The process has stimulated increased public debate on GBV and women's rights by resources partners, such as Citizens Forum. Recognizing the different competencies among partners has allowed NCA to concentrate on capacity building, among its staff and partners, and enhancing its monitoring and evaluation role. This exemplifies how NCA has succeeded in facilitating links between religious institutions and government institutions as well as between religious leaders and national women's movements.



Participants at the launch of the Declaration against GBV.
Photo: Norwegian Church Aid/ Zambia Office

GBV and human security

As per the midterm revision of the NCA Global Strategy in 2007, NCA demonstrated increased attention to the implications of gendered violence for human security. In particular, programs have begun to work on women's right to protection and gender-based violence in conflict and post-conflict situations. This aspect of GBV work, especially provision of services to survivors of violence, received relatively less attention at the beginning of the GSP. After 2007, important steps have been taken to

strengthen this work. The support for women's shelters in **Iraq, Afghanistan** and **Burma** and the work with reintegrating survivors of sexual violence in **Eastern DR Congo** (See Chapter 2, Great Lakes) are important examples. In **DR Congo**, the partners have managed to provide humanitarian assistance to traumatized women, while at the same time preparing them for their return into society through vocational and literacy training in a demanding post-conflict setting.



Women at the water tank in the refugee camp just outside Nzulu Goma in eastern Congo.
Photo: Cathrine Bøe Gjesti/Norwegian Church Aid

Women's participation in peacebuilding

From 2005-2010, NCA has contributed to the implementation of UN SR 1325 through facilitation of learning and exchange between women peace makers from **Sudan** and **Burma** and between partners in **Eastern Africa**. An example from East Africa is the Women's Peace Caravan project. In **Burma**, NCA partners working on the boarder areas have addressed the need for protection from GBV by assisting internally displaced women and children with legal registration, birth certificates, sexual abuse and protection from recruitment to soldiers and sex slavery. Through a consultative process between women's organizations in the **Middle East**, a platform for action on UN SR 1325 has been developed as a guide for fundraising and advocacy. The first phase of the project funded by MFA was finalized in 2010, and a second new phase has been established in cooperation with two umbrella organisations for women's organisations in Israel (Coalition of Women for Peace), the Occupied Palestinian Territories (Muntada) and the Middle East Christian Council (MECC). In **South Sudan**, the Fellowship of Christian Councils and Churches in the Great Lakes and Horn of Africa (FECCLAHA) have held workshops to promote women's participation in elections and conflict resolution initiatives. In December 2010, NCA's program in **North Sudan** supported a conference for women peacemakers from South and North Sudan. The conference, which was organised by the Sudanese Women's Empowerment for Peace (SUWEP), focussed on "Sudanese Women's Vision for the Referendum." The conference came out with strong messages and concerns from the women to their government. This was the first step by NCA Khartoum in developing of a "Women and peace" program. NCA continued its membership in **Forum 1325 Norway** giving input to the new MFA *Strategic Plan on Women, Peace and Security, 2011- 2013*.

Addressing human trafficking and domestic violence

From 2005-2010, NCA has supported an extensive number of trafficking projects in Europe and some in Asia and Africa, and these have been subject of evaluations by NORAD and MFA. During the period, NCA and partners have worked to strengthen political commitment and improve legal frameworks, raise awareness among youth (especially young women), provide alternative livelihood for those at risk of being trafficked and provide services and protection to victims of trafficking. Finally, NCA and partners have assisted survivors of trafficking with reintegration into their home communities.

In **Albania**, NCA has supported a shelter for victims of trafficking through Vatra, which has also provided legal counselling, vocational training and reintegration of survivors with family and local community. NCA's statistics show that about half of the women are successfully re-integrated. In **Laos** NCA and partners have worked on the prevention of human trafficking across the borders to Thailand, Burma and Vietnam. The main strategies have been awareness raising and education for youth and their communities and promotion of safe migration. The youth in the project areas are now able to disseminate information on human trafficking amongst their peers and are aware of the potential risk of becoming victims of human trafficking. Reports show that school drop out rates have been reduced and partners have facilitated investigations into 78 cases of missing persons. In 2010, NCA contributed to a new Memorandum of Understanding between provincial authorities in Vietnam and Laos to counteract trafficking and promote safe migration. NCA has supported a human rights and democracy project in **Iraq**, which has provided capacity building for women, and documented different forms of violence against girls and women through the report *Trafficking, Sexual Exploitation and Prostitution of Women and Girls in Iraq 2010*. The report was presented to the UN CEDAW committee in 2010.

NCA and partners have addressed domestic violence through awareness raising, improving legal frameworks and providing services and protection. In **Guatemala**, NCA partners have supported the drafting of a law to overcome gender-based violence and killing of women (femicide) (See the Guatemala case from the 2008 Norad Report).

In **Vietnam**, NCA has worked with the government, through community level interventions. Local Peer Clubs work to reduce the cases and frequency of domestic violence in the programme area. An external evaluation from 2009 confirms that the program has been an innovative way of mobilizing local communities to promote gender equality and prevent domestic violence. Services to survivors of domestic violence, counselling centres and referral systems have been provided. The program has also contributed to facilitating cooperation on these issues between local authorities and mass organizations, such as the Women's Union.

As an example of the scope of NCA work on awareness raising, the annual **16 Days of Activism Against Gender-**

Based Violence was in 2010 marked by NCA partners in Malawi, Tanzania, Kenya, Ethiopia, Zambia and Somalia with media campaigns and best practices publications.

Harmful traditional practices

In **Ethiopia** NCA has contributed to an observed reduction in **female genital mutilation** (FGM) through innovative methods. This was confirmed in the *2010 Norad End Review of the Strategic Partnership on FGM and Harmful Traditional Practices*. One important finding of the review is the need for more protection and support for uncircumcised girls and the importance of mobilizing young men as partners in abandoning the practice. In **Kenya**, the FGM project with Habiba was evaluated by Norad indicating good results in opening up discussions on the practice. NCA work in **Mali** on FGM also include work against early marriages and treatment of fistula, in addition to the promoting a new family law

which was withdrawn by the Government due to threats from religious fundamentalists. The role of **men and positive masculinity** is being addressed in many of the GBV projects: in Malawi on men and alcohol abuse, in Guatemala, Nicaragua, Zambia, Angola on men's role in reducing GBV.

National, traditional and religious laws

In most countries these laws provide both obstacles and opportunities to promote an end to gender-based violence and gender discrimination. NCA and partners work with FBOs and religious leaders as well as local and national governments to adopt national laws and policies securing girls and women's equal rights. In 2010 NCA partners had specific activities in this field in Guatemala, Malawi, Tanzania, Kenya, Ethiopia, Brazil, Vietnam, Nepal, Burma, Mali.



Education of girls is important in the mobilization against female genital mutilation (FGM) . In the Kembatta-region in Ethiopia young women are saying no to being circumcised. Photo: Bente Bente Bjercke/Norwegian Church Aid

4.4.3 DEVIATIONS AND MAIN LESSONS LEARNED

The NCA Global Strategy for 2005-2010 identified a large number of diverse focus areas under the general heading of gender-based violence. Evaluations and reports show NCA has done solid work and has good achievements on a number of these, but not all. One focus area where there have been relatively fewer projects is work to promote **access to basic sexual and reproductive health services** (SRHS) for women and girls. There are some SRHS components in some of the HIV and AIDS and health projects. This is an important area of work, which will be given more attention in the future. Also, work to increase girls' enrollment and completion of primary and secondary school was identified as a focus area under gender-based violence. Providing basic education to girls has been a major priority for NCA in **Sudan** and **Somalia**.

In the period 2005-2010, there was an ambition to institutionalise **gender analysis and mainstreaming** as a cross cutting issue. However, the country offices have lacked clear guidelines and competence on how this should be done. Together with NCA sister organisations, a new *Training Curriculum on Rights-Based Approach and Gender Equality* was piloted in 2010 and will be adapted as a tool for NCA and partners. NCA has given priority to work from a rights-based approach (RBA). However there is still a long way to go before this is truly owned by local partners and communities. Gender-based violence must be seen in a RBA context for it to be understood as relevant to all our work. Continued capacity development on this is crucial, both for NCA staff and partners. The 2010 Global GSP Evaluation of GBV recommended NCA to differentiate between gender mainstreaming and GBV and to enforce a rights-based approach to programming in GBV projects.

Over the period NCA engagement with the ACT Alliance has developed and efforts targeted towards strengthening ACT National Forums. NCA played a lead agency role in the first development of the *ACT Alliance Gender Equality Policy Principles*, which was finalized in September 2010. This policy, adopted by NCA, provides principles and guidelines for **gender mainstreaming** and **gender sensitive programming** in ACT members humanitarian as well as development work. It also includes for the first time a new principle addressing sexual orientation (Principle 5).

In the future, we need more critical analysis of what strategies and methods are likely to be most effective in relation to different contexts and programmatic areas of work. In these efforts, we could make more systematic

use of international standards and existing research. The lessons learned from a variety of interventions need to be considered. Some NCA Country Offices have in 2010 undertaken baseline studies ahead of programme development, while others have produced pamphlets documenting Best Practices in work on GBV.

NCA looks forward to improving context analysis and baselines together with partners, to better ensure that strategies and methods are relevant to the context. In particular, NCA wants to build more cooperation and networking among staff and partners in programming and in effectively advocating for the implementation of laws and law enforcement, promote positive masculinity roles and improve the provision of services for survivors of violence. In the current period, the integration of protection has too often been reserved for crisis situations and NCA's emergency interventions. Recognizing that gender-based violence is an integral part of every day practice in most societies, there is a need to broadly strengthen the protection dimension in all aspects of NCA's work on gender-based violence programs. GBV is a major threat to human security, a human rights violation and should always be addressed as such.

NCA has committed itself to addressing religious leaders as duty-bearers on issues of gender-based violence and to empower girls and women as rights-holder and agents of change. In future, NCA will do more to identify good strategies to address those who are really hard to reach within churches and faith-based institutions, and endeavour to move along the "result chain" from raising awareness and changing attitudes of individuals to transforming institutions. Information alone will never lead to real change. We must follow up to ensure that partners are vigilant in moving both rights-holders and duty bearers from awareness to action if they are going to ultimately change power structures and reduce the practice of gender-based violence.

In the new NCA Global Strategy 2011-2015, NCA will develop 2 Global Programs under Gender Justice: 1) Gender-Based Violence and 2) Women in Governance. Under the strategic priority area, Right to Peace and Security, NCA will in the next period develop a Global Program called Women, Peace and Security. This program will focus on women's participation in peacebuilding and efforts to increase protection against GBV in contexts of conflict and humanitarian response.

4.5 RELIGIONS FOR CONFLICT TRANSFORMATION AND PEACE

4.5.1 OVERVIEW MAIN GOALS AND STATUS

NCA's main focus within this thematic priority has been to mobilize actors from the religious communities to transform conflict and build peace at all levels of society. Building broad ecumenical and multi-faith cooperation for peace is NCA's comparative advantage and has been the main approach during 2005-2010. Building on this main strategy, we have linked our efforts to other relevant initiatives: advocating for civil society perspectives in peace processes, protection of life and dignity for vulnerable people in conflict situations and integration of women in peace processes. NCA has also engaged actors who have used religion to mobilize hostility and division in processes of dialogue and exchange.

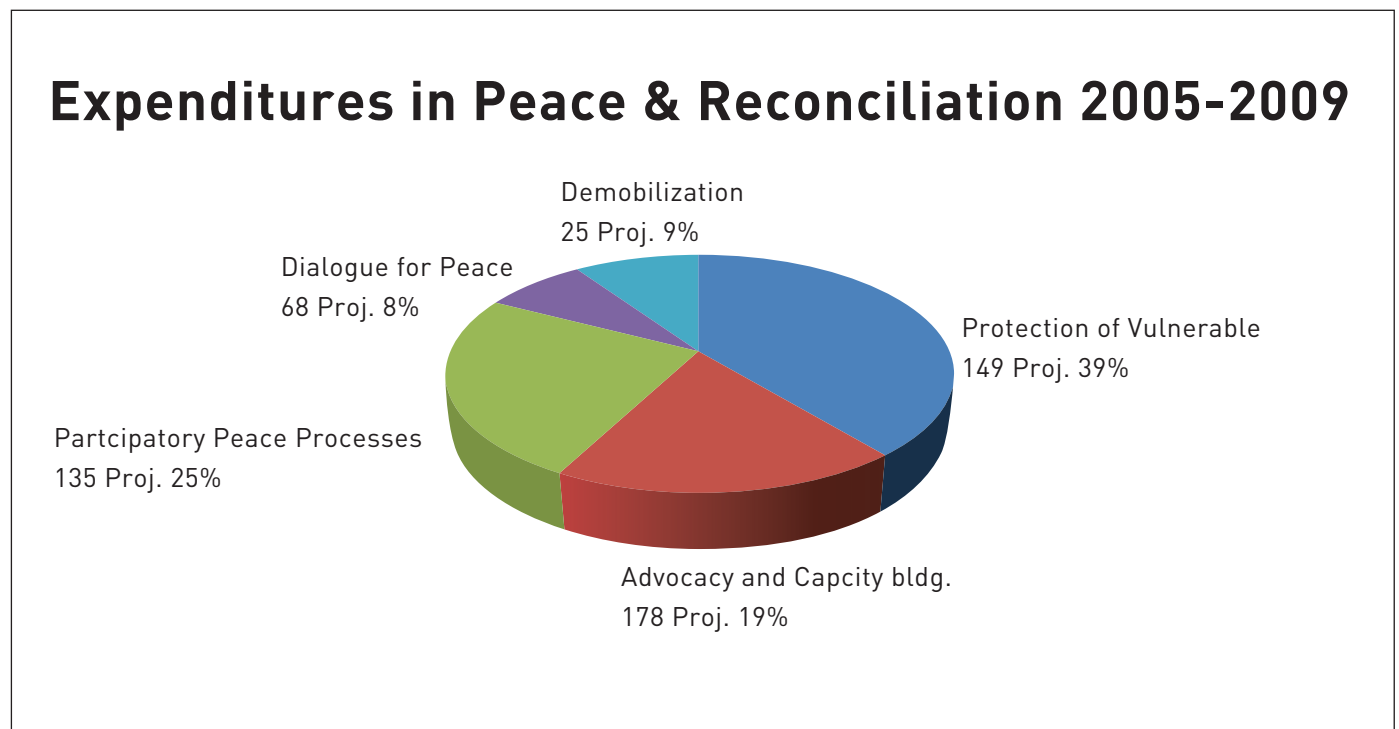
From 2005-2009, NCA has been engaged in peace-building in a total of 35 countries, with activities concentrated in the Horn of Africa, South Asia, Haiti and Dominican Republic. During the first half of the plan period, NCA supported some 110 projects per year. As a result of more focused programming over the last two years, the number of projects has decreased to 79 in 2009. Total spending for the

five-year period has amounted to NOK 359 million.

In 2009, NCA initiated a desk study to analyze the scope and content of the portfolio for peace and reconciliation. This study has identified 5 main categories of work. These categories are described in greater detail below in 4.5.2. The number of projects and proportion of spending by category of work is displayed in the Figure 1 below:

Within the work depicted in Figure 1, NCA has also provided support amounting to roughly NOK 3 million per year to small arms control in Latin America, the Horn of Africa and Mali. Also included in the five categories is NCA initiatives to integrate the principles of the UN Resolution 1325 in NCA's peace programs. It should be noted that much of NCA's work to address violence against women in conflict settings has been seen as part of the work on gender-based violence (See Chapter 4.4) and, to some extent, a part of mainstreaming of protection and gender sensitivity in emergency assistance (See Chapter 3.1).

Figure 1: Expenditures and number of projects by main categories of work.



4.5.2 MAIN ACHIEVEMENTS AND SELECTED RESULTS

In general, annual country reports and evaluations show that the activities during this period have been effective in mobilizing faith communities for peacebuilding activities. Structures for cooperation and active involvement of faith-based actors have been developed in many of the intervention areas. Though it is difficult to demonstrate that NCA's interventions have resulted in just and sustainable peace, the cases below show that NCA and partners have made significant and positive contributions.

The budget volume on small arms control interventions has not been high. However, the results have been encouraging in several places, particularly in **Kenya** and the **IGAD countries, Haiti** and **Brazil** where NCA has supported advocacy initiatives on small arms towards governments. Governments have introduced relevant legislation to track and control illegal arms and have committed to follow up. The implementation of these laws has, however, often not lived up to expectations.

The following provides an overview of main achievements and selected results as they relate to NCA's five main categories of work within peace and reconciliation.

Protection of vulnerable groups in contexts of conflict:

This includes interventions to protect vulnerable groups from harmful effects of a conflict situation and includes humanitarian assistance and protection from gender-based violence. NCA's main countries of focus for this work have been **Sudan (including Darfur), Kosovo, Somalia, DR Congo and Afghanistan.**

The peacebuilding aspect of these interventions has often been limited and conflict resolution has mainly been addressed indirectly. There has been no direct engagement to assist conflicting parties to resolve their differences, but there is evidence of both effort and results related to stabilizing the living situation of people suffering from violence. In many contexts, such as **DR Congo**, NCA has also provided space and opportunity for conflict transformation and peacebuilding to take place. NCA has made good progress in integrating principles of gender equality and conflict sensitivity into the humanitarian, although challenges remain. Especially during the second half of the period, NCA has begun to work more

systematically to integrate the principles of the UN Resolution 1325. Proper guidelines are in place, and interventions in trauma healing, protection and participation through humanitarian assistance are beginning to show results.

For the peacebuilding aspect of these projects to be achieved, there is need for more specific long term plans and processes on conflict transformation and advocacy.

Advocacy, capacity building and mobilization of civil society

During the period NCA has supported advocacy to mobilize rights-holders and challenge duty bearers for peacebuilding. NCA has also supported capacity building and mobilization of people and material resources to support different peacebuilding efforts. Interventions have included peace education, training seminars and workshops, awareness raising and information through media, political processes or grassroots campaigning.

Capacity building and advocacy are important NCA strategies for peacebuilding, and represent the largest number of projects supported. Capacity building in conflict sensitivity (e.g. Do No Harm) has been an important focus for NCA, though the impact is not easy to measure.

In the **Middle East**, advocacy and capacity building interventions have been carried out by partners that are very close to the context of conflict. The Ecumenical Accompaniment Program is also a good example of a relevant solidarity and advocacy intervention. Strong advocacy interventions in **India** related to the Orissa violence in 2008 are another example where grassroots campaigning has influenced the government and conflicting parties to stop violence and seek a peaceful resolution of the conflict. Successful small arms campaigns in **Brazil and Haiti** could also be mentioned here. NCA and faith-based partners, with structures at both grassroots and national level, are well positioned to bring grassroots matters and civil society issues to the attention of policy makers.

NCA has seen some good results from this work, and further capacity building of core partners is needed. In

particular, proper follow up is needed to ensure that acquired skills are put into action on the socio political level.

Participation in peace processes

During the period, NCA has supported activities to facilitate formal and informal peace processes. Empowerment of local people to engage and integration of women in the processes are important aspects of this work.

NCA's main entry point for these processes is through local or national actors representing the faith communities. NCA has during this reporting period been engaged in a number of peace processes, including the work in **Haiti** which is presented below. Significant processes have been supported in **Eastern Africa, Sudan, Mali and the Palestinian Areas**.

NCA's main contributions have been empowering people to participate in peace processes and facilitating the development of structures for these processes. In the future, this work would be enhanced by carrying out a more systematic conflict analysis as a baseline in all the relevant conflicts. More capacity building of core partners on this thematic issue is needed. This is again an area where religious leaders and the structures of the faith communities have a comparative advantage for engaging people at all levels of the society in the various processes.

Direct participation of women in peace initiatives is one area of work that needs to be strengthened in future work. One reason for weaker results is the hierarchical structures and patriarchal traditions, which exclude women from leadership positions in many faith-based organizations. There are however important exceptions in both the Horn of Africa and South Asia, where women have become main actors in peace initiatives and they are becoming important role models for other women.

Promoting dialogue for peace

In some cases, NCA staff has been involved in facilitating dialogue and cooperation among faith community leaders (from similar or different faiths) for joint intervention in conflict resolution. Main interventions during this reporting period are found in India, Pakistan, Ethiopia, Eritrea, Horn of Africa, Haiti and the Balkans. Some interventions have been limited to establishing good relationships and structures for cooperation, while other interventions represent joint efforts in addressing concrete conflicts and interventions to reduce violence. We have seen that when representatives from different faith

communities are mobilized for joint peace efforts, they represent a very credible and well connected body that can contribute strongly to formal peace processes on all levels.

What can more easily be measured is the actual participation of religious leaders in such processes, and their increased willingness to engage in dialogues for peace. Measured by these indicators, NCA's peace work has shown encouraging results.

Through out the period NCA has worked actively with Norwegian faith structures and facilitated learning and exchange between the Norwegian structures and comparable structures in NCA priority countries. For example, NCA has facilitated cooperation between a Norwegian interfaith contact group (which links the Islamic Council of Norway and the Church of Norway), and a similar interfaith platform in Pakistan to discuss strategies for handling the publishing of the Muhammad caricatures in Norway. NCA has also facilitated the participation of leaders from the Islamic Council in Norway and Church of Norway in interfaith gatherings in India, Pakistan and the Balkans. NCA has supported Pastoral peace visits from the Norwegian Christian Council to church councils in Sudan and Great Lakes, and we have organized a number of interfaith visits to Norway for faith partners working with peace and reconciliation. NCA has found that linking faith actors in the Norwegian context with faith communities in contexts of conflict has been an important strategy.

When requested, NCA has during this period also facilitated dialogue and mediation between political leaders in contexts of conflict.

INDIA: WOMEN'S' JOURNEY FOR PEACE

This is a project within the program cooperation NCA has with Interfaith Coalition for Peace, India (ICP). ICP is the secretariat of an interfaith platform, representing most of the faith communities in India, working on dialogue for peace in India. The platform was established in 2006 on national level. By end of 2009 the ICP had developed local structures in 23 provinces. During the first years the focus of ICP was very much on capacity building and awareness rising on the importance of cooperation and peaceful coexistence among the faith communities, and on establishing the interfaith platform and network. ICP has by end of 2009 grown to a strong civil society organization, representing the major faith communities of India, with good access to actors on different levels both within the civil society structures and within government structures. This has by now put ICP in the position to initiate solid and coordinated conflict resolution interventions in conflict areas. One of these interventions is the Women's' Journey for Peace:

This has been a unique initiative to facilitate the participation of women in peacebuilding. A number of resourceful women from different faith communities and social positions are brought together to make up a team that visits contexts of conflict to link up with local women, analyze the conflict, develop their own

reflections on how the conflict should be addressed, and identify special areas of protection and participation for the local women. In each journey the women are travelling and living together for about three weeks. The program is done in close cooperation with local women organizations who contribute with facilitation of the program and with capacity for advocacy and other follow up. The objectives are to mobilize women in a conflict setting, using the structures of the faith communities, to contribute with the women's reflections and inputs to the peacebuilding efforts as well as to bring the attention to protection of women in regard to gender based violence. The recommendations are brought to both the political leadership and the religious leadership when relevant.

ICP has facilitated seven peace journeys since 2007 to conflict areas in ten different provinces of India. Three local structures have been established in three of the provinces to support and sustain the contributions of the women into the peace processes. The two last journeys were to Srinagar/Jamu Kashmir and to Orissa. This network of resourceful women in peacebuilding has now provided women representatives to interfaith peace missions to both Orissa and Jamu/Kashmir.



*With support from Norwegian Church Aid Interfaith Coalition for Peace in India (ICP) has facilitated peace journeys to different provinces of India.
Photo: Interfaith Coalition for Peace*

RELIGIOUS LEADERS' PEACE INITIATIVE HORN OF AFRICA

In February 2006, religious leaders from the whole region of the Horn of Africa were invited for a peace conference in Dar es Salaam. The pre-text was escalating violence and war in Somalia and propaganda that portrayed this conflict as a war between Islam and Christianity. A group of religious leaders, representing the ecumenical network in the region, two regional Muslim organizations and the interfaith body of ACRL, African Council of Religious Leaders, saw the development and called for this conference with some facilitation and financial support from NCA. The aim was to consult on and denounce the notion that Islam and Christianity was at war in Somalia, and on how the religious communities could cooperate for peace in the region. A statement with recommendations was agreed upon, an interfaith working group was established for follow up and everybody committed themselves to continue cooperating for peace. Several peace missions to Somalia, a number of consultations in Kenya and other places in the region came out as a result of the Dar-meeting.

A new regional meeting was held in Ethiopia in 2009 to follow up on establishing a regional platform for the religious leaders of the region to cooperate for peace including, and an action plan to follow up on this initiative has been agreed upon. Religious Leaders from all the Horn countries, except from Eritrea that were not able to participate this time, are part of this network. A new conference was held in February 2010 in Naivasha in Kenya, to further strengthen this platform and to establish a link to the African Union for advocacy matters. An observer status in AU has now been achieved for this interfaith structure. This has been a way for the religious leaders of the region to find ways of relating to each other and to have a common basis for advocacy and peace initiatives. Dr. Agnes Aboum, assisting the faith communities in the region developing this network, has been instrumental to the success and is a very important role model for other women participating in peacebuilding work.

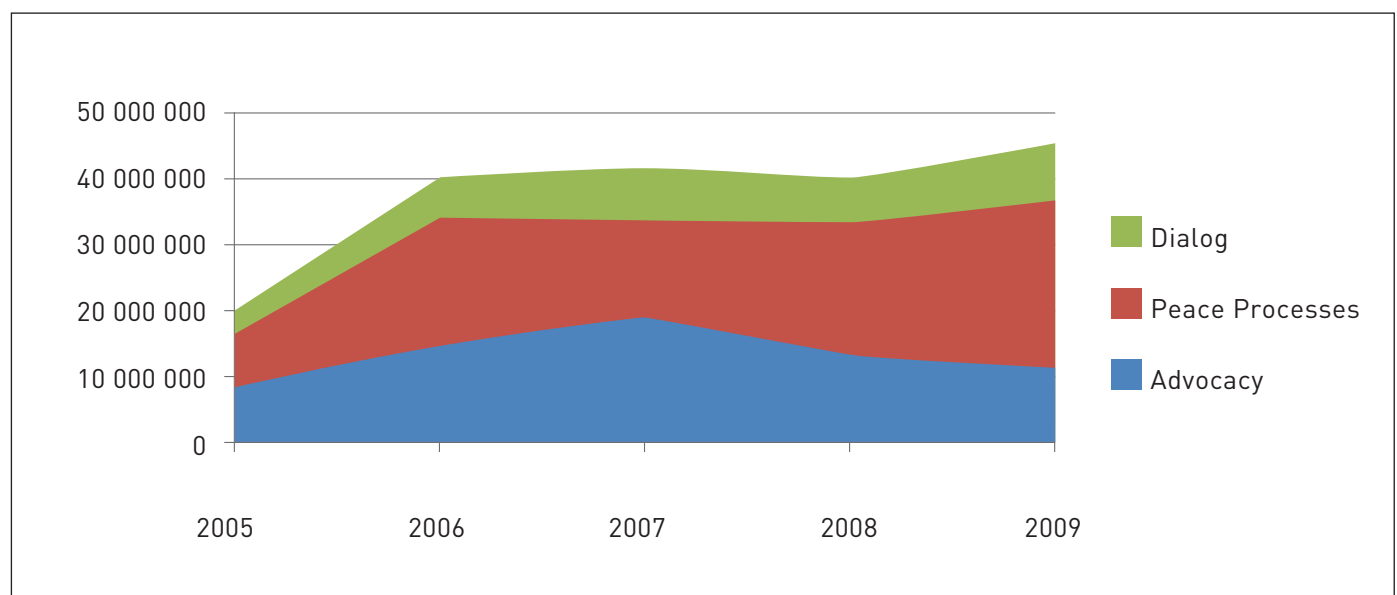
Demobilization and Rehabilitation:

The objective of this category of work is to physically remove arms out of conflict areas and reintegrate former combatants into civil society.

Reintegration of former soldiers to their home communities is a complex process which requires considerable follow up. This is nevertheless an important aspect of peacebuilding in fragile regions. NCA has only a

few projects of this category, limited to **DR Congo, Burundi, Sudan, Mali and Angola**. These projects have shown good results for the individuals targeted in the project areas. The wider impact on the community is, however, dependent on many factors and is not easy to measure. Looking at the overall statistical material for the reporting period, we can track a slight reduction in the capacity building/advocacy work and a slight increase in the peacebuilding initiatives.

Figure 2: Spending by category of peace work, 2005-2009.



4.5.3 MAIN DEVIATIONS AND KEY LESSONS LEARNED

The 2009 Desk Study suggests that NCA has made significant contributions to a number of peace efforts during this reporting period. NCA's integrated approach and the implementation through local partners, as well as the added value of being a faith-based actor working with the large faith communities, has contributed to the effectiveness and relevance of NCA's peace work.

In 2010, NCA initiated a *Global Evaluation of NCA's Work with Religions for Conflict Transformation and Peacebuilding, 2005-2010*. The Life and Peace Institute in Sweden is responsible for the evaluation, which will include case studies of work in Ethiopia, India and Pakistan. Though this evaluation will only be finalized in mid-2011, the preliminary findings conclude that NCA is a highly relevant peacebuilding actor, and NCA's analysis of the important role of religion and religious actors in this work corresponds well with global peacebuilding needs. The following provides some more specific findings of achievements and future challenges:

Achievements:

- NCA is a highly relevant peacebuilding organization with relevant context specific interventions, with a high level of flexibility and adaptability in responding to changing circumstances.
- NCA has been able to mobilize actors from the faith communities to be actively involved in peacebuilding and has contributed to the development of very strategic and important structures for interfaith cooperation and dialogues for peace.
- NCA is strongly contributing to sustainability of its peacebuilding initiatives through its long term commitment to partners and presence in contexts of conflict.

Challenges for the future:

- NCA needs to strengthen the planning tools, monitoring routines and quality of documentation in the peace work.
- NCA needs to introduce a more systematic approach to conflict and risk analysis as a basis for planning and implementing peace and reconciliation interventions with partners.
- NCA needs to strengthen formal competence in peacebuilding for program staff in country offices. There is also need for more capacity at Head Office to secure

experience sharing between country programs and for more systematic monitoring and sufficient strategic follow up of opportunities that are created during peace initiatives.

Efforts to mobilize actors from the faith communities in peace processes have shown positive results during this period. However, the lack of systematic and specific conflict analysis as a baseline for peace interventions has potentially reduced efficiency of the peace processes and, in some cases, has diffused the intended direction of an intervention. NCA will for the coming strategy period ensure that proper conflict analyses are carried out for all major peace interventions. In future, there will be more emphasis on focusing NCA's peace work to NCA's priority countries.

On the implementation of UNSCR 1325, the capacity and awareness of NCA and partners have been strengthened during this reporting period. We do however realize that fully securing equal participation of women in peace processes will require special effort. A particular challenge is addressing the patriarchal structures which still exist in many faith-based institutions. NCA will continue to address these challenges, using strategies of theological research and popular awareness raising. In some instances NCA will also support parallel activities (e.g. like the Women's Journey for Peace in India), which specifically target women's participation in peace processes. Another important step in strengthening this work will be the introduction of a global program on Women, Peace and Security in the coming strategy plan for 2011-2015.

NCA contributes significantly to stabilizing conflict situations through its strong focus and large expenditures on human security, livelihood and basic needs in conflict settings. However within this category of work, there is significant scope to strengthen the links between these humanitarian interventions and advocacy work to channel civil society perspectives into peace processes.

Though expenditures have been relatively low, interventions to address community violence and small arms control have provided good results during this period. The need to continue these efforts are obvious and NCA has solid partners, such as Viva Rio in Brazil to help us build on lessons learned and scale up interventions to address community violence and small arms control.

NCA has strengthened capacity for conflict sensitive programming, applying the Do No Harm tool. Continued capacity building and monitoring of the implementation of these tools will be a priority with the next GLS.

Not every conflict can be dealt with in the same way, which increases the need for highly specialized personnel. Many core partners lack the thematic capacity to execute the projects to the standards NCA expects, and further capacity development will be priority in the next period.

Peace processes are fundamentally different from short term humanitarian assistance. Most funding for our peace work is at present from the Norwegian MFA, and

provided on an annual basis. There is a need to secure more predictable and long term funding in order to strengthen the sustainability of our peace and reconciliation interventions.

NCA has gradually built up considerable experience in mobilizing religious communities and actors on interfaith cooperation for peace. This is sometimes a complicated tool for peace, but nevertheless a relevant and very powerful tool. Strengthening the coordination of interfaith peace and dialogue initiatives with formal peace processes will make NCA supported interventions even more relevant in the coming Global Strategy period.

4.6 ENVIRONMENT AND CLIMATE CHANGE

4.6.1 MAIN GOALS AND STATUS

Climate change is a major concern for the international community and a major threat to human security. In 2005, the issue of climate change was not defined as a separate thematic priority but was included under the thematic priority Communities for Fresh Water and Safe Sanitation. In 2007, NCA revised the GSP to reflect the urgency of addressing climate change in order to secure the relevance, long term impact and sustainability of our development work.

When scaling up and systemising our response related to climate change in the middle of a strategic period, it was crucial for NCA to find entry-points that would enable us to build upon the competence already existing within the organisation and our partners. Three areas of work emerged as natural entry-points: integrated rural development, water and sanitation and renewable energy. The emphasis on climate change thus led to the strengthening of some key areas of work that were not specifically identified as thematic priorities. This was especially relevant for the work on integrated rural development. During 2005-2009, the various programmes on integrated rural development were generally budgeted for under NCA's Joint Agenda for Action. When reviewing these programmes in light of climate change projections and changing weather patterns, we found that NCA-supported integrated rural development provided an excellent foundation for good **climate change adaptation** work, as both initiatives focus on reduced vulnerability and increased resilience.

NCA's strengthened emphasis on climate change has also resulted in a more systematic focus on **climate change mitigation**. In Norway, we have worked to mobilise our own constituency, the churches in Norway, to use their ethical voice to advocate for reduced CO2 emissions. (See also chapter 3.2) We have also taken steps in greening our own operations, by cleaning our air travel and reconfirm our Miljøfyrtårn certification. These are first steps and there is much to be done in greening our international programs.

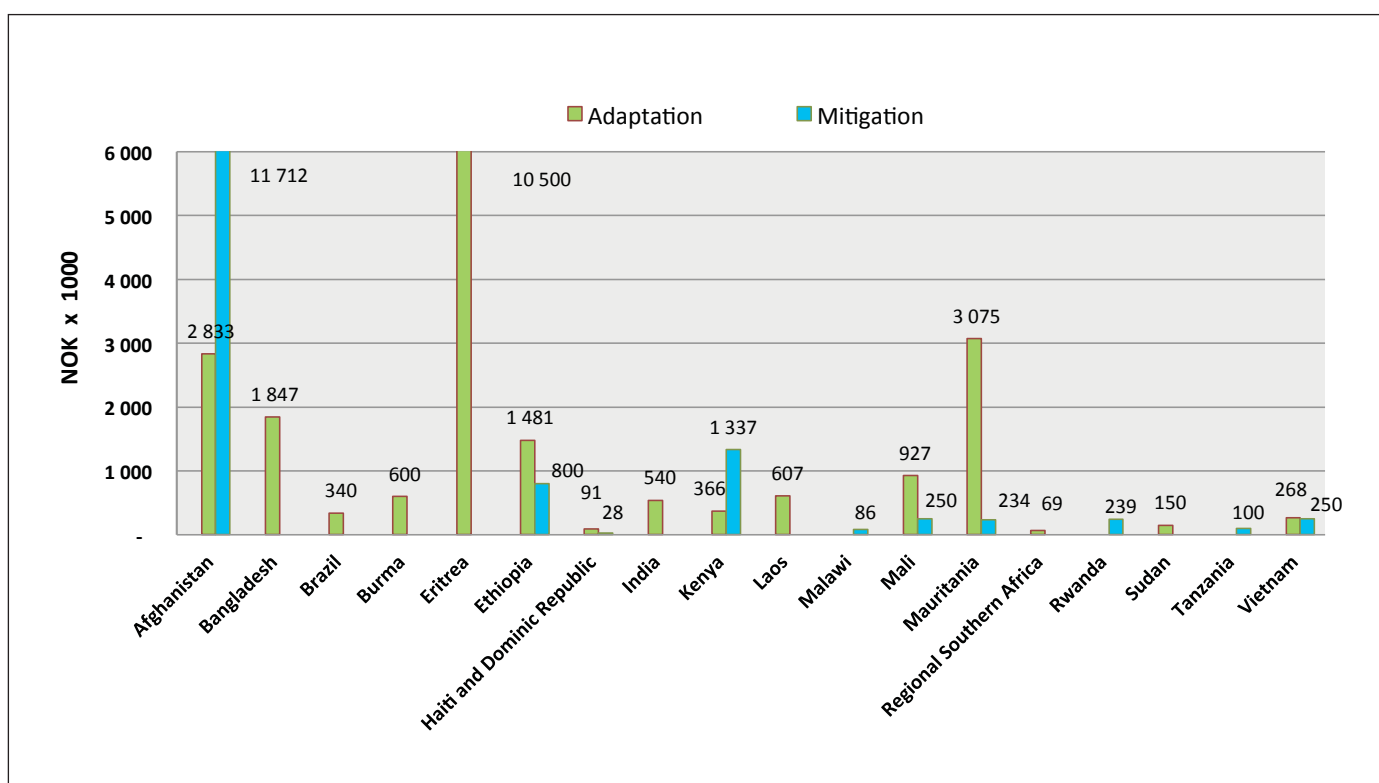
In our international programs, we have given increased priority to renewable energy and access to energy. NCA believes poor people's access to sustainable and affordable energy is a prerequisite for sustainable livelihood and economic development. Investing in renewable energy is a long term investment in reducing future CO2 emissions. This is particularly crucial in middle income countries where NCA works, such as Brazil and Vietnam. Creating viable infrastructures for the production, utilisation and maintenance of renewable energy sources such as bio-, hydro- and solar energy in developing countries is of crucial importance, both to the countries themselves and to the global community. From 2007 to 2009, NCA supported a total of 75 projects in 18 countries on climate change adaptation and mitigation. The table below shows spending on climate change initiatives in NCA.

Table 1: Estimated NCA expenditure on climate change initiatives.

Year	NOK 1000
2009	28 000
2008	25 000
2007	7 000

The figures are merely indicating a trend due to components of varying magnitude that are defined as Climate Change Initiative. Activities can be categorised under different headings, related to how the organisation collects statistics.

Figure 1: 2010 expenditures by country on climate change adaptation vs. mitigation.



NCA has also provided substantial human and financial support to a regional programme on climate change policy and advocacy in Eastern Africa (See Chapter 2 for details).

In 2008, NCA contributed to the establishment of an ACT Alliance working group on climate change and disaster risk reduction. This group has developed *Guiding Principles on Climate Change for the Act Alliance* and a publication of best practice cases on how to tackle climate change for the ACT Alliance's member organisations. During 2010 Act Alliance requested a

specific concept on DRR from the working group, that fits its working method and integrated approach. The working group also started planning a joint international training on DRR to be launched in 2011 and how to establish a pool of experts in regards to adaptation, mitigation and disaster risk reduction (DRR) to serve the Act Alliance members. The working group was also invited as a consultative body to the UNISDR when planning the 3rd global platform on disaster reduction in 2011.

4.6.2 MAIN ACHIEVEMENTS AND SELECTED RESULTS

During the short time from 2007-2010, **NCA has introduced climate change adaptation measures in existing programs in 17 countries**, with emerging evidence that these efforts are helping to strengthen the resilience of vulnerable communities to the effects of climate change. Some of the interventions on climate change adaptation also include components of disaster risk reduction (DRR). Two of these - Bangladesh and Vietnam - are described in more detail below. In addition, our climate change portfolio includes rainwater harvesting and food security initiatives in Mali, Kenya, Eritrea, Ethiopia, Tanzania and Mauritania. It also includes capacity and advocacy initiatives in countries

like Laos, Vietnam, Tanzania, Malawi, Haiti and Sudan. Figure 1 provides estimates of spending per country. Those countries with budgets below NOK 100 000 are in the process of preparing for climate change measures by conducting capacity building, climate surveys or programme development. During 2010 17 countries in the NCA global portfolio formally decided to work on climate change adaptation in the process of developing new country strategies under the new GLS. The following shows in greater detail the results of climate change adaptation measures in Asia and Latin America.

BANGLADESH: **ADAPTATION PRACTICES TO DEAL WITH FLOOD AND WATER-LOGGING**

Bangladesh is one of the world's most vulnerable countries to climate change. Climate change adaptation and disaster risk reduction are therefore essential components to securing not only growth but sustainable growth in Bangladesh.

In Bangladesh, NCA together with partners RDRS (Rangpur Dinajpur Rural Service) and resource partner BCAS (Bangladesh Centre for Advanced Studies) has contributed to 10,500 households benefitting from climate change adaptation measures. Annually 300 task force members are trained in disaster risk management, 200 households have their plinths raised (see explanation below), 30 villages are linked to federal infrastructure by flood proof access roads, 200 solar power units have been constructed. The project is today run by RDRS and a climate consortium where NCA is the lead agency for ACT Alliance members FCA (FinchurAid) and CoS (Church of Sweden).

This climate change adaptation project has helped to reduce poor household's vulnerability to climate change through the implementation of some 30 different adaptation measures. The following describes two such examples: the raising of plinths which entails raising homesteads to reduce exposure to floods and the construction of floating gardens which is cultivation on floating platforms, called bairas in the Bengal language. During 2010, 90 of these bairas were constructed.

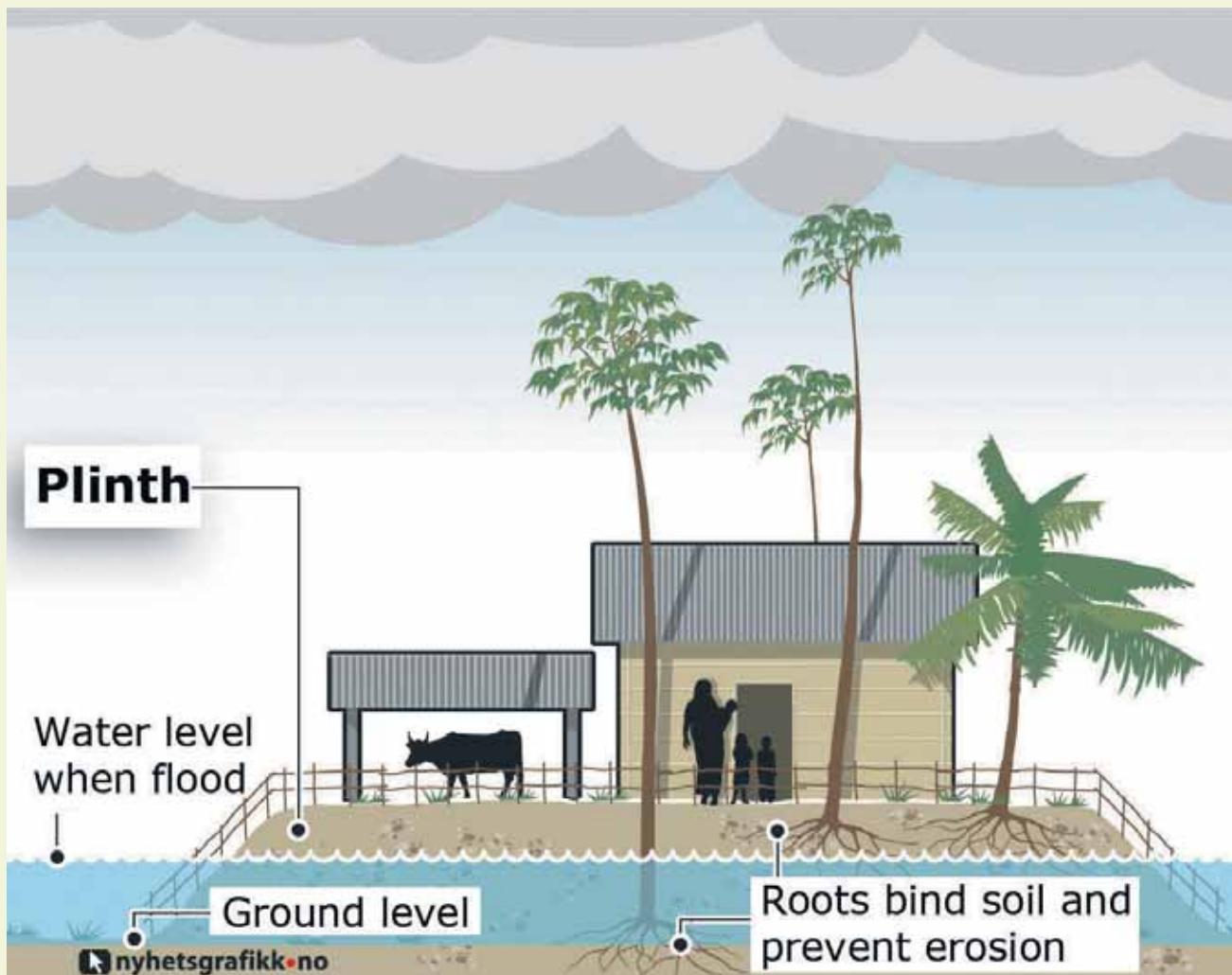
The raised plinths are a permanent structure, made of soil, earth and stones or bricks and cement (depending on availability and purchasing power). Sizes of plinths will vary, depending on the water level in times of floods.

Plinths are not new in Bangladesh, but most plinths are washed away during floods due to poor construction. With improved construction techniques, the plinths can withstand repeated

floods and, with proper maintenance, become a permanent structure. When building plinths people obtain soil from neighbouring areas and cement and stones (provided by the project) but they have to provide or pay for the labour.

Each plinth has a financial cost of approximately USD 100. Taskforces are organized to monitor and co-ordinate the work during plinth construction. Creating awareness on best hygiene practices, water and sanitation, home gardening, connecting roads, and the installations of biogas production units are also central parts of the programme. In order to enhance food security and prevent fluvial erosion, trees (timber value and fruit) are established in the raised homestead.

The baira is a floating cultivation platform made by the piling of aquatic plants. Farmers place bamboo poles onto a dense growth of water hyacinths. More hyacinths are piled on top. Other aquatic plants like deep water rice straw, Azolla (an aquatic fern) and silt or clay are added. On the floating platform, seedlings and vegetables can be grown. During periods of flooding and water-logging, field crops are often damaged. Crops planted on baira can survive as they rise above the flood levels. Farmers normally move the baira to an area where it can be managed better and anchored as constant movement can undermine the stability. Usually, it is possible to harvest 2-3 times during the lifespan of one baira. By using floating gardens, people can still grow a wide variety of crops and achieve good yields. During the dry season, the baira is used as organic material for fertilizing the fields. The bairas productivity can be affected negatively depending on the rate of salt dissolved in the water resource – this makes bairas less effective as you move towards the Bay of Bengal.



Due to annual flooding and to prevent financial damages houses have been raised in Rangpur region, North Bangladesh.
 Photo Claes Book /Norwegian Church Aid

BRAZIL:

TURNING ON THE TAP OF THE POOR – A FAMILY AGRICULTURAL PROGRAM

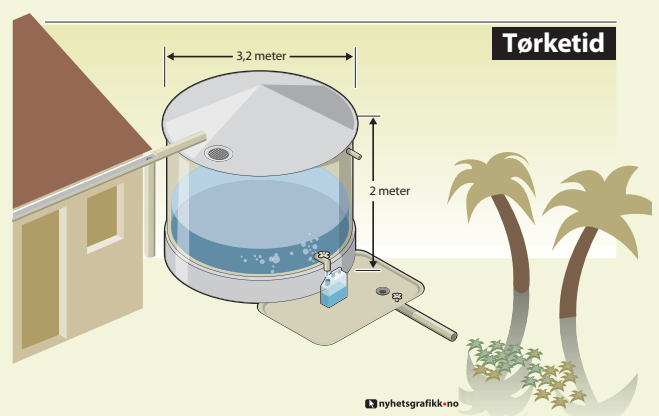
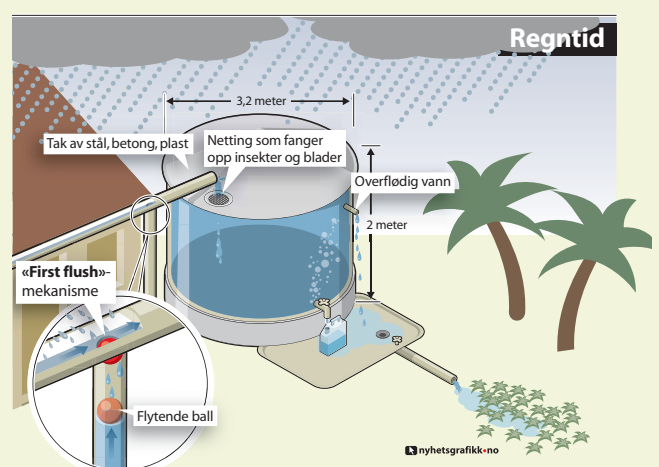
Bringing water under people's control through a structure of rainwater catchment and water storage facilities, the project seeks to help people adapt their lives to sparse and irregular rainfall, and to make use of water to practice agro-ecology. A joint family agricultural program with NCA partner Diakoni in Upper Pajeú in North East Brazil has constructed 14,000 rainwater catchment cisterns.

Low and irregular rainfall is a dominant factor in the lives of people in this semi-arid region of Brazil. It has negative impacts on food security in the region. The most severe impact is felt by the very poorest people, especially in rural communities. With 20 million inhabitants in its 900,000 square km. this part of Brazil is the most the most densely populated semi-arid region in the world.

All the problems related to the conservation of water are accentuated in this semi-arid region. Water sources are under threat, and vegetation has been removed for the benefit of large landowners and companies.

The project has promoted new methods for Rainwater Harvesting. Alternative technologies have been developed and adapted for the catchment and storage of rainwater in cisterns and sub surface dams as well as improving the ability of the families to manage the accumulated water and handle the technology. The project encourages the use of on ground cisterns which catch rainwater that runs off from roofs (which vary in size from 40 to 100 square metres), as well as sub surface dams that catch the rain that falls directly on to a concrete court. The rainwater from the roof is used for drinking and cooking purposes, while the rainwater from the concrete court (hence the name ground run-off cistern) is used for livestock and irrigation purposes.

The project also encourages organic farming based on sustainable ecological principles. The project also provides technology like solar energy and the production of bio energy based on processing cow manure to methane gas.



From 2007 to 2010 NCA has contributed to **climate change mitigation through the introduction of sustainable renewable energy to poor communities in 10 countries.**

Two examples from NCA's work on mitigation are presented in detail below (Kenya and Afghanistan). Other interventions are solar energy projects in Mauritania, Mali and Zambia, biogas in Vietnam, Haiti and Bangladesh, solar and micro hydro energy in Brazilian Amazonas and solar cookers and pellet production in Rwanda. In Vietnam, a biogas programme has provided 329 households with a low cost energy source, a free high-nutrient fertiliser, reduced indoor air-pollution and improved sanitation. The programme is part of the Dutch SNV's national biogas programme, but uses a higher subsidy component. This allows us to target the poorest households, which are otherwise excluded from the SNV programme. The biogas reactors reduce emissions of CO₂ equivalents by an estimated 3.04 tons a year per installation. Per household they are estimated to save 3.9 tons of fuel wood, 128

days a year of firewood collection and additionally USD 224 on fuel purchase.

At the end of 2006, NCA decided to neutralise the negative climate impact of our air travel by financing emission reductions in developing countries. It was also decided that future renewable energy initiatives should be planned under a verification framework that would enable NCA to reduce emissions by integrating climate mitigation components within NCA's program portfolio. We have established the NCA Carbon Fund as an instrument for managing funds generated by putting a "carbon tax" on our air travel. NCA's Carbon Fund is also available to other institutions that accept the guidelines of the fund and wish to become carbon neutral by supporting NCA's climate mitigation and development projects. Since the NCA Carbon Fund was established, it has provided funding to projects in Kenya and Vietnam. At the end of 2010 the level of available funding in the NCA Carbon Fund was NOK 574.000.



*Conversion to eucalyptus plantation for pulp production from former Mata Atlántica rainforest, Espirito Santos, East Brazil.
Photo Claes Book /Norwegian Church Aid*

AFGHANISTAN: RENEWABLE ELECTRIFICATION OF RURAL VILLAGES

In one of the world's poorest and most war-torn countries, a climate change mitigation project is underway. NCA together with its partners initiated the Barefoot Approach of providing energy services with renewable energy sources. This project, which provides solar energy to rural villages was featured in the status report to Norad in 2007. From 2007- 2010, the number of villages electrified has doubled. In addition, five hydro powers installation have been built.

To date, 7800 homes in 118 villages have gained access to renewable energy. A total of 56 men and 28 women have been trained as Barefoot Solar Engineers and 44 rural electronic workshops have been established. A PV (photo voltaic) installation of 75 Wp (peak Watts) 100 Ah panel cost around US\$500 per household. The PV installations have a predicted life-length of 25 years. The 5 Hydro generators that have been built have an output capacity varying form 5, 5 – 12 kW and are now supplying electricity to 1200 households.

NCA's renewable electrification project in Afghanistan has enabled people in rural villages to reduce their dependence on kerosene for home use with a renewable source of energy. The burning of the kerosene indoors has severe consequences for respiratory health of women and children in particular.

The "barefoot approach" has been successful because the communities have been involved in the decision making process and were given responsibility to develop their own systems for operation, management and maintenance. Semi-literate men and woman have been trained as "barefoot engineers," and developed competence to manage and maintain basic solar and hydropower technologies. The women's acquired knowledge and skill in installing and maintaining energy systems has contributed to changing the local communities' traditional attitudes about women's role in work and society. The barefoot approach has also contributed to improved study conditions for children at household level as well as capacity for local maintenance of the systems which we expect will help to ensure long term sustainability.

One main lesson learned is the importance of an integrated approach that links local energy solutions to other development activities, if there is to be a maximum impact on livelihood security of poor households. Also providing women with new practical skills and responsibilities has been an effective empowerment strategy which is beginning to transform their role and status in the community.



Norwegian Church Aid has instigated various measures to improve access to renewable energy for the poor. Gul Zaman and Mohammed Jan have been trained as Barefoot Solar Engineers. Now they can install and operate the solar panels in villages in the province of Daikundi, where they live. Photo: Norwegian Church Aid Afghanistan Office

KENYA:

ENERGY ACCESS FOR DIVERSIFIED LIVELIHOODS

*By using oil from the seed of the succulent tree *Jatropha curcus*, local communities are able to produce and access the energy necessary to add value to their agricultural crops and take firm steps out of poverty.*

To date, a total of 1700 farmers with 2000 acres of land have registered to participate in the community energy scheme. From 2007 to 2010, 705 farmers have successfully established jatropha production on their respective farms with a total of 53,771 trees. In Kipini village, a 3 km electricity mini-grid has been set up by the local community, serving over 153 households with a new diesel generator powered by bio fuel. Technical modifications of equipment (i.e. diesel generators) have been conducted. The farmers have further established technical cooperation with Tanzanian counterparts with experience in jatropha processing i.e. TaTEDO and Jatropha Products Tanzania. In 2010 A jatropha oil processing facility was established,

The Jatropha Project started in 2007 and has been facilitated in a co-operation with ESD (Energy for Sustainable Development, based in Nairobi – now part of the global Camco group) and ZERO (Zero Emissions Resource Organisation, a Norwegian environmental foundation). In the first few years the project was implemented locally in cooperation with the local cooperative union Lamu Cotton Growers Association (LCGA). In order to reach out to the whole community, and also beyond exclusively the members of the cotton growers cooperative, NCA has put a lot of resources into the social engineering side of the project; establishing democratic and representative entities in the community that are shaped and owned by the communities themselves. Needless to say, this has taken considerable time and caused some delay in the technical project progress – but the end-result is a local democratic and transparent infrastructure that secures ownership and participation.

In 2010, two community owned social enterprises were established with their own respective governance and management structures. As these community based social enterprises are now established and registered with the government, a solid framework has been put in place for the handling of financial transactions both between NCA and the community and within the community and the among the farmers. This is an important milestone in ensuring the long term sustainability of the project.

In Kenya, less than 5 percent of rural households have access to electricity, and 95 percent of rural households depend on firewood and other biomass for cooking and heating. Increased access to energy helps reduce poverty by providing communities alternative sources of livelihood, affordable production inputs and improved access to markets. The Integrated Jatropha Energy Project promotes sustainable energy options for poor communities. Jatropha is cultivated and processed locally into pure plant oil, which is a clean and affordable substitute for fossil fuels in diesel run applications. Community mobilisation has been a key strategy. Introducing new agricultural crops and alternative livelihood

*strategies to a community, as well as a new energy source, requires special attention to the challenges associated with technology transfer, capacity development and local ownership. The social mechanisms that are fostered are thus of far greater importance than the given technological solution. The project has taken steps to ensure that the introduction of *Jatropha* does not have a negative effect on local food security. Specific regulations and community mechanisms have been put in place by the farmers to ensure that no farmer abandons his or her other food crops and moves entirely into the growing of fuel crops. Through these mechanisms, the farmers are securing the production of both food crops, cash crops and energy crops – and are thus also securing that the real benefits of the increased energy access is harvested, by using it to add value to their agricultural produce.*



*Peris (66) grows jatropha plants in her garden.
Photo: Anette Os/Norwegian Church Aid*

4.6.3 MAIN LESSONS LEARNED

NCA has had two main strategies for introducing climate work and we see significant differences between these: small pilot initiatives which have been integrated into existing programs vs. new stand-alone initiatives. In integrating climate change measures into existing programmes, the whole infrastructure is already in place and the additional components become easy to integrate. The Kenya Jatropha project has been a new initiative where NCA has been hands on throughout the process, from conceptualization to implementation. This has been a more demanding approach, which has required a considerable technical but also social capacity from NCA, both in Kenya and at the head office. Furthermore, the results achieved would not have been possible without NCA's close partnership with Norwegian resource partner ZERO. The work with climate mitigation and renewable energy has confirmed an important lesson learned from many years of experience with integrated rural development interventions: The investments in social infrastructure, social mechanisms and human capacity within the local communities have proven to be more decisive for the success of the program than the chosen technical solutions, installations and specifications.

Large volume NCA country programs have not been able to respond to new initiatives on climate change as quickly and dynamically as the smaller country programs. The country programs in Kenya and Bangladesh are examples of how smaller NCA programs have embraced the work on climate change as a way of revising and expanding the program. The big country programs may find it difficult to find time or capacity to experiment with new areas of work, due to the ongoing demands of managing a large portfolio. It may be necessary for the Head Office to take on a more proactive approach towards these country programs.

Looking to the new NCA Global Strategy for 2011-2015, NCA will define Climate Change Adaptation and Climate Change Mitigation as 2 specific Global Programs, which will become priority programs in selected NCA countries. In addition, NCA will also need to define environmental sustainability or climate proofing as a development principle to be mainstreamed in all relevant programs in order to address potential negative impacts on the environment and reduce CO2 emissions in our own operations.



Aquaculture in the Dominican Republic in the border areas to Haiti. Raising fish increases the protein intake and have multi purpose benefits in regards to health and diversification of agricultural output. Photo Claes Book /Norwegian Church Aid



Due to climate change life is harder for many people in the Dove district in Northern Mali, but a new well in the village is making the future brighter for Salimatou Abdoulaye and her daughter Belguisa. Photo: Greg Rødland Buick/Norwegian Church Aid

5.0 NCA'S AGENDA FOR JOINT ACTION – AN AGENDA TO STRENGTHEN CIVIL SOCIETY

5.1 PRIORITIES AND STATUS

During this plan period, NCA has worked to uphold human dignity by redefining deficits in participation, equity and protection into an Agenda for Joint Action. The agendas described in Chapter 4 of NCAs Global Strategic Plan articulate key change strategies which are the foundation for NCA's work to mobilize people and strengthen civil society:

- Civil and political participation of the poor and vulnerable
- Social responsibility of people and churches
- Education for participation of poor and vulnerable
- Equity through economic, social and cultural rights for the poor
- Equity through changing structures for economic justice
- Protection from violence and insecurity
- Protection in natural disasters and complex emergencies

Over the last five years, the Agenda for Joint Action has proved to be an important instrument to respond to partners' own priorities and promote local ownership. The Agenda for Joint Action has also provided NCA the flexibility to enter into Strategic Partnership Agreements with Norwegian Embassies on issues that do not directly relate to our thematic priorities, but where NCA Core Partners are playing an important role. From 2005-2010,

the Joint Agenda for Action accounted for approximately 40% of our spending and has covered important program initiatives related to: environment and climate change initiatives, food security and integrated community development, (see Chapter 4.6), work with indigenous peoples (Southern Africa and Brazil), emergency preparedness and response (see Chapter 3.2) church based provision of health and education services (e.g. Malawi, Sudan and Zambia), as well as a range of capacity development initiatives for partners (See also Chapter 4.1).

On the one hand, the Agenda for Joint Action has opened up for big programs that fall outside the thematic priorities, and this has been a challenge as we seek to concentrate our work, both thematically and geographically. Importantly, the Joint Agenda has kept **the imperative of a strong civil society** high on our agenda, during a period where we experience civil society in the South is under threat due to shrinking political space and civil society actors in the North are increasingly seen as instruments to implement government priorities for development aid. Reflections on **how NCA has contributed to strengthening civil society** during the period 2005-2010 will be the focus of this chapter.

5.2 MAIN ACHIEVEMENTS AND SELECTED RESULTS

The GSP does not specifically articulate expected results of what NCA aims to achieve through our efforts to strengthen civil society, and the results presented here are therefore indicative of what has been achieved. However, a clear policy direction is the belief that poor citizens have the right and the potential to take the lead in developing their own community. Further, when NCA works through local partner organizations, we expect them to fulfill 3 key roles as civil society actors:

- A **mobilizer** who empowers and organizes people so they can **advocate** for the interests of their constituency,
- A **partner** with government in **service delivery** to the poor and marginalized,
- A **co-creator of transparent and accountable governance** in both public and private sector policy and practice.

NCA's contribution has been to support capacity development, facilitate horizontal and vertical linkages between partners and alliances, and challenge core partners to address emerging issues such as gender-based violence and climate change, which may not otherwise have been given priority.

NCA has also successfully contributed as broker to assist partners in accessing international funding for their work. Since 2005, the Strategic Partnership Agreements with Norwegian Embassies have been an important facility for mobilizing resources for core partners' work, especially in Southern Africa, as well as some countries in Eastern Africa and Asia.

An analysis of country and evaluation reports shows that NCA has contributed to **capacity development** in various ways. In particular, there has been a strong focus on strengthening our core partners' capacity on **financial management** through workshops and bilateral on-the-job training. Increased focus on internal governance has been a motivation for the focus on financial management. While many of our core partners show great skill and potential in social mobilization and project implementation, there is still need for improvement on management capacity and a number of our partners are themselves

requesting this kind of capacity development.

Partners as advocates for interests of their constituency

When it comes to the specific roles of civil society mentioned above, NCA has contributed in varying degrees to strengthening our core partners in playing these roles. First of all, there has been a lot of attention on empowering our partners as **advocates for the interests of their constituencies**. At the start of the period, NCA partners in many countries had limited experience in advocating for the interests of their constituencies. At the end of the period in 2010, we see many examples of partners who have started to engage in the fight for rights of poor and vulnerable communities⁷. In **Burundi**, NCA partner ADDF challenged the government to make sure a new penal code on GBV actually protects women. In **Mali**, GRAIP has empowered women to start asking questions about local leaders' management of food security, and in **DR Congo**, churches are engaged in challenging duty-bearers on several issues, including gender-based violence. In **Somalia**, where there is a weak central government, rights-holders have engaged community leaders (sheikhs and clan elders) over rights deficits. In **Angola**, the secretary general of CICA has called for more participation from the people in matters that are of concern for all, and urged that something be done to counter the unjust distribution of resources. Many of NCA's core partners still have some way to go before they are working according to a rights-based approach, many are still reluctant to challenge decision-makers in government structures.

NCA's contribution here has mainly been support to **capacity development** through workshops, bilateral meetings, and baseline studies/evidence based research as a starting point for action. Another contribution has been **linking core partners with resource organizations and supporting horizontal and vertical linkages**. Our Tanzania program has worked systematically on "linking knowledge to constituency," but there are examples in East and Southern Africa as well. Yet another method has been to facilitate partners' participation in key policymaking spaces, like NCA's work to facilitate churches in engagement in the SADC Heads of State Summits in Southern Africa.

⁷Obviously, NCA's partners often have several Northern partners, and NCA is not the only one that has started to focus on rights-based principles. We believe, however, that in many cases, NCA's support has been decisive for our partners' changing their ways of working.

PARTNERS AS ADVOCATES FOR INDIGENOUS PEOPLES' RIGHTS IN AFRICA



The artists from the San people have become internationally well known thanks to the NCA supported Kuru project.
Photo: Håkon O. Lislud/Norwegian Church Aid

NCA has given priority to mobilizing indigenous peoples (IPS) as rights-holders, based on the fact that indigenous peoples and minorities suffer both economic and social marginalization, and are often among the most vulnerable in their own countries.

IPS are rights-holders in a number of projects supported by NCA globally. Nevertheless, it is mainly in the regions of Latin-America and Africa (Botswana, Angola, Namibia, South-Africa, Tanzania, Rwanda, Burundi and the Democratic Republic of Congo) that we have developed specific programs to promote IPS rights. NCA's main strategy has been to support indigenous people's organizations and NGO's committed to IPS rights and rights-based approaches. This case presents some main achievements of the work for IPS' rights in Southern Africa.

NCA has supported IPS all over Africa, but there has been a specific focus on the San peoples ("Bushmen") and San organizations in Southern Africa, with whom NCA has collaborated since the early 1990's. Despite being among Southern Africa's most celebrated peoples, the San communities continue to suffer the effects of discrimination and exclusion. Very few San continue to live as traditional hunters-gatherers. The majority struggle to adapt to a rapidly changing world, and lack access to the land, resources, education and skills needed to compete in modern society.

During the period 2005-2009, positive and concrete results have been achieved, especially in the areas of livelihood, training

and education. In addition, NCA has remained as one of the two main donors for these organizations, providing continued moral support to the San organizations. One important achievement has been NCA's contributions to putting land rights on the agenda, at national, regional and continental levels. Although many challenges remain, there is now greater awareness among African politicians of the fact that the San do exist in Africa, that they have a right to participate in society and must therefore be listened to and taken seriously when elaborating national and regional development strategies. IPACC⁸ has been NCA's main partner on the **continental** level. Years of lobbying and advocacy by IPACC (with more than 150 IPS member organizations) on African and UN level resulted in the UN Declaration of IPS' rights. Most African countries have signed the declaration, thereby committing themselves to work for and together with the IPS. This gives IPACC and NCA a platform to advocate for the UN member states in Africa to follow up the declaration. On the **regional** level, an important achievement is that 50 Southern African San students have gotten a tertiary education through WIMSA⁹, thereby providing the San community with qualified potential leaders for the future. At a **national** level, finally, there has been a strong focus on livelihood strategies. In Botswana, KFO¹⁰ has educated more than 60 San artists. Livelihood opportunities have been created for more than 800 artists/craftsmen and women. Large exhibitions are organized all over the world, and several museums are established. A former cattle-farm has been developed into a tourist-lodge owned by the San. KFO works in more than 40 communities reaching more than 25.000 San annually.

Effective service delivery

NCA's contribution to assist partners improve **service delivery** has mainly focused on provision of **health** and **education** and **water** (For provision of water services, see Chapter 4.3). Particularly in Africa, many of NCA's church-based partners have a long history of working as service deliverers in alliance with the state. Partners generally have more technical competence than NCA, and in addition to funding, our contribution has been to facilitate **vertical alliances** between partners in the

South and relevant counterparts in the North. In **Malawi**, 10 CHAM and 3 government health training centers have been linked with 6 Norwegian health training colleges, thereby contributing to capacity development and quality improvement of the health training. A second area of contribution has been to strengthening partners' capacity to use service-delivery projects as an entry-point to mobilize rights-holders to participate in the development of own communities (See for example the cases from Angola, Tanzania in Chapter 4.1).



*In Africa many of NCA's partners have a long history of working as service providers. Here is the nurse Joseph Makondi at Trinity Hospital in Malawi.
Photo: Bente Bjercke/Norwegian Church Aid*

SERVICE DELIVERY IN ALLIANCE WITH THE STATE: AUGUSTA VICTORIA HOSPITAL IN THE OCCUPIED PALESTINIAN TERRITORY

Israel does not recognize Palestinian self-determination in Jerusalem and has closed all Palestinian institutions representing the Palestinian Authority. At the same time, the Palestinian population is neglected by Israel. There are also major restrictions on movement within the Israeli occupied Palestinian area, and this is a major obstacle to the rights-holders accessing quality health care. In the absence of Palestinian state institutions in Israeli controlled East Jerusalem, civil society has built the health sector by establishing hospitals and clinics. Lutheran World Federation/World Service (LWF/WS) has been engaged with the Palestinians since the 1950s providing humanitarian relief to the Palestinian refugees and later developing institutions to provide education and health services. LWF/WS owns the Augusta Victoria hospital (AVH) on the Mount of Olives in East Jerusalem and manages it with a board and executive staff from the Palestinian community. This makes the hospital one of few institutions run by Palestinians in East Jerusalem.

NCA has supported the AVH through LWF/WS for decades. Before 2000, the hospital suffered from huge deficits and their future was uncertain. In 2000, Mount of Olives Foundation Norway (Stiftelsen Oljeberget (SO) was formed by Church of Norway, NCA, Norwegian City Mission (Stiftelsen Kirkens Bymisjon),

Bergen Betanien Foundation and YMCA/YWCA Global. These Norwegian civil society actors cooperated and helped to turn the situation around by promoting sound management and strategic choices on service provision.

Since the 1950s, the hospital had provided general health services to the Palestinian population. From the 1990's the Israeli restriction on Palestinian access to Jerusalem prevented patients and staff from accessing the hospital. This forced the hospital to reconsider its role in the Palestinian health sector. With help from Norwegian, Swedish and German supporters, funds were raised to cover the deficits. At the same time, a process started to reorganize the management of the hospital and transform AVH from a general hospital to a health facility specialized in cancer treatment and diabetes care. Today AVH plays a very important role in providing cancer care also to patients living in the besieged Gaza Strip. Because AVH offers specialist treatment not available in Gaza, they are able to secure travel permits from the Israeli Army for Palestinian patients to access treatment in East Jerusalem. The hospital is providing valuable health services, and securing Palestinians right to quality health services despite the Israeli military restrictions.



*Augusta Victoria Hospital on the Mount of Olives is one of the few institutions run by Palestinians in East Jerusalem.
Photo: Heidi B. Bye/Norwegian Church Aid*

Civil society as co-creators of accountable governance

NCA has also supported partners in playing the role of co-creators of transparent and accountable governance. In the context of shrinking political space in many countries, this is the role that is most challenging for partners to fulfill. **Eritrea, Ethiopia and Vietnam** are examples of countries that have restrictive NGO laws, which limits NCA's opportunity to work directly with local civil society organizations and which limits the space to address issues of human rights and accountable governance.

Despite this trend, we have seen some excellent results, for example in **Tanzania**, where religious leaders from several faiths have united to pressurize both the government and mining companies on economic justice and environmental issues. In **Malawi**, CHAM has been empowered on advocacy skills and has successfully influenced the government to sign Service Level

Agreements (SLA's) between CHAM health facilities and government hospitals, ensuring that the patients no longer have to pay fees for treatment. In **Brazil**, INESC has developed and broadened their training activities on public budgeting to 7 states, involving 100 municipalities and hundreds of social organizations and networks. This has had a multiplier effect, so citizens are able to both monitor and influence processes of public budgeting, also at national level. Impact is visible in terms of improved democratic processes, transparency of public budgets and more resources for social policies.

NCA's contribution has been capacity training in advocacy, facilitation of learning and exchange, support to the production of research and policy analysis that can be used as key advocacy instruments, accompaniment in developing strategies for engagement of policy makers and mobilization of partners and rights-holders.



*A young girl from the Shebah Demas-district in Eritrea, one of the countries with shrinking political space for Non Governmental Organizations.
Photo: Cathrine Bøe Gjesti/Norwegian Church Aid*

MAURITANIA: PUBLISH WHAT YOU PAY (PWYP)

Revenues from mining are important for the Mauritanian economy. In a country where mismanagement of resources and corruption is commonplace, it is essential to create mechanisms for the monitoring of the revenues throughout the whole process.

PWYP Mauritania was established in 2006. It counts 22 members representing different sectors of civil society: Labor unions, human rights activists, lawyers, media and development organizations. PWYP Mauritania has participated in a global training program offered by PETRAD¹¹ and the Norwegian former employee of Statoil, Willy Olsen. This training program is based on the Norwegian experience with control over concessions, licensing and streams of revenues coupled with international expertise on budget monitoring and advocacy. PWYP Mauritania has completed the three modules of the training program.

PWYP Mauritania is now committed to ensuring that civil society organizations play a major role in monitoring the revenues from the different extractive sectors in order to contribute to a more transparent and just distribution of national resources. Currently PWYP Mauritania is in the process of collecting information about the impact that extractive companies are having on their

environments, from a social, economic and environmental point of view. The project is also about mobilizing the local communities and to inform them about their rights regarding the extractive industries exploiting resources in their area, and train them on information and advocacy work.

Due to their skills and active engagement in extractive industries, PWYP Mauritania has recently become a member of the Mauritanian EITI¹² committee, a coalition of governments, companies, civil society groups, investors and international organizations. This membership puts them in direct contact with the decision-making bodies within the Mauritanian government, and also gives them access to representatives from the extractive businesses.

A concrete example of what the PWYP Mauritania has achieved as a watchdog of Mauritanian government and international mining companies operating in Mauritania is that they have managed to influence the country's President to renegotiate the contracts with Mauritanian copper mines in the community of Akjoujt. This is the first step in the right direction for a resource rich country where the majority of the population is poor.



*Two members of Publish What You Pay Mauritania, Ibra Mamadou Wane and Amadou Sarr. The last one is leader of an environmental organization.
Photo: Hilde Skogedal/Norwegian Church Aid*

5.3 LESSONS LEARNED

The Agenda for Joint Action has given NCA the space to respond to partners' priorities and policy flexibility to position the organization to mobilize funding to core partners working on agendas that have not been defined as NCA thematic priorities. It has also provided policy space for NCA to reflect more critically on how we work with partners and which strategies are effective in strengthening civil society.

NCA's experience is that there is always some space for citizens to organize and for civil society to act. In the future, we need to give more attention to strategies for doing appropriate policy and advocacy work in the context of restrictive regimes or failed states. We also recognize that many of our **faith-based core partners** are excellent service deliverers, but still hesitate when it comes to speaking out on some justice issues. NCA recognizes that faith-based actors are often themselves **arenas for change** rather than agents for change, and we will need to continue improve strategies for working in this reality. In the GSP strategy period, NCA has seen working through local organizations as the preferred approach, while own operational interventions were to be an exception.¹³ Our experience from this plan period is that the quality of work improves when NCA provides active accompaniment of partner organizations. Also, in contexts of fragile states (e.g. Somalia, Afghanistan) or limited political space (Eritrea, Ethiopia, Laos, Vietnam), the presence of local NCA staff has been an important strategy for empowering poor people as citizens with rights and organizing them to be co-creators of local governance in their own communities.

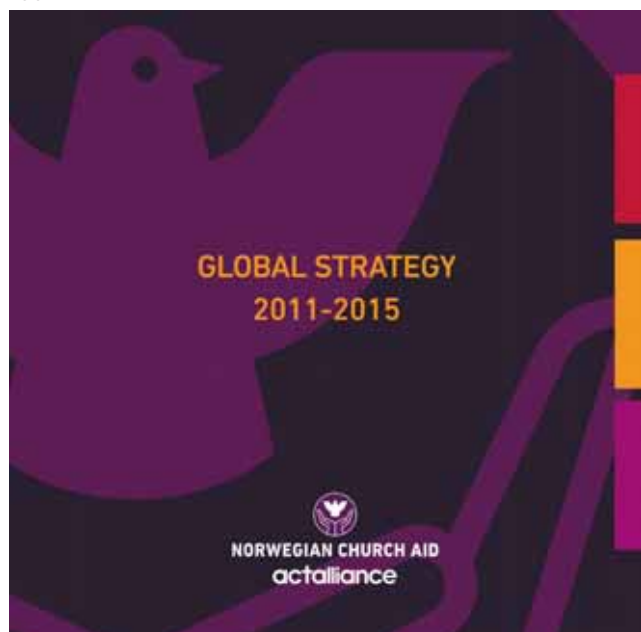
At the same time, we see that we need to be clearer on what NCA's own **contributions** and **roles** are in our partnerships. The new Global Strategy for 2011-2015 defines what roles NCA can have in various types of partnerships. NCA will strive to more clearly communicate to its partners what roles they can expect NCA to play and also our expectations to them. Another observation is that NCA needs to develop clearer **objectives** for our work in the area of strengthening civil society, in order to improve the monitoring and evaluation of results in this area. According to the GLS, we will contribute to strengthen civil society through:

- Mutual capacity development to build strong civil society organizations
- Development of dynamic and effective strategic alliances among local CSOs and between local, regional and international CSOs

- Poor and marginalized people are mobilized as rights-holders for social change.

We also see the need to adopt a broader civil society perspective than in the previous period. Even though we will continue contributing to strengthening individual partners' organizational capacity and performance, there will be an enhanced focus on **assessing the role partners play in society**, and how they contribute to increased democratic space and organizational pluralism in society by mobilizing citizens as co-creators of development.

The Agenda for Joint Action has allowed us to spread our thematic competencies too thin. In the next strategic plan, we have seen the need to limit the number of program areas given priority within each country program and also to develop more specific NCA programs. We will continue to elaborate clear change strategies that focus on strengthening civil society as an overall goal and cross cutting perspective in the 12 GLS Global Programs for 2011-2015. As we concentrate our thematic work, it will be important to find new instruments to preserve the intention of the Agenda for Joint Action - namely NCA flexibility to respond to local partners' priorities. One intervention will be to strengthen the relation building capacities of NCA staff as well as the negotiating capacities of our core partners. The national ACT Forums will be an important space for negotiating priorities and division of labor among ACT members. The complaints mechanisms, introduced under HAP, will provide partners with a concrete feedback tool.



Norwegian Church Aid's new Global Strategy defines what roles NCA can have in various types of partnerships. Photo: Norwegian Church Aid

¹³The GSP states that NCA can work operationally in cases "where the indigenous civil society is non-existent or unable to respond adequately" (p.33), but these cases are meant to be the exception rather than the rule.

6.0 MONITORING AND EVALUATION

As Norwegian Church Aid works to uphold human dignity by working to address the deficits of participation, equity and protection, evaluations have been a valuable tool for assessing our progress. From 2005-2010, NCA has made use of 139 evaluations, initiated by NCA and by others and on different levels. 114 evaluations are available through the Norad Evaluation Database and can be found at www.norad.no. At the writing of this report, NCA completed or participated in 25 evaluations that were completed during 2010.

The table below gives an overview of the status of the thematic country program and stakeholder evaluations, which were identified in the evaluation plan included in the *NCA Global Strategy Plan for 2005-2010*. Findings and conclusions from these reports are integrated into relevant chapters on geographic involvement and thematic priorities.



In 2007/2008 NCA's country program in Afghanistan was evaluated as a part of the evaluation plan included in the *Global Strategy Plan for 2005-2010*.
Photo: Bente Bjercke/Norwegian Church Aid

Year	Topic	Focus	Status
2006	Faith Communities Address HIV and AIDS	Thematic	Finalized and launched in 2006
2007	Communities for Fresh Water and Safe Sanitation	Thematic	Finalized and launched in 2008
2008	Religions for Conflict Transformation and Peacebuilding	Thematic	Finalized and launched June 2011
2008	Men and Women Address Gender-Based Violence	Thematic	Finalized and launched spring 2010
2008	Sivil Society for Accountable Governance	Thematic	Finalized Nov 2010 and launched June 2011
2007	Afghanistan	Country program	Finalized and launched autumn 2008
2007	Great Lakes	Country program	Finalized and launched in 2007
2007	Guatemala	Country program	Cancelled due to a corresponding evaluation conducted by Norad
2008	Sudan	Country program	Cancelled. Scope was covered through several thematic evaluations
2008	Zambia	Country program	Cancelled. The Embassy conducted a review of the strategic partnership with NCA
2008	Brazil	Country program	Finalized and launched summer 2010
2009	Angola	Country program	Cancelled. The Embassy conducted a review of the strategic partnership with NCA in 2007
2007	Norwegian Church Aid's overall relations to our constituency	Norwegian stakeholders' assessment of NCA	Finalized and launched spring 2010. Due to sharpened competition in the market, this evaluation is not public
2007/08	Norwegian Church Aid's communication in relation to other stakeholders in Norway e.g. people in Norway, media and the business	Norwegian stakeholders' assessment of NCA	Finalized and launched in 2008.

In the following paragraphs, we summarize some selected lessons learned, which NCA believes will help us to plan better evaluations and manage for results, as we continuously strive to improve the quality of our programs.

Evaluations must be thorough and well planned, if we want to get good and relevant insights on what has succeeded and what we need to do differently. The

timing of the evaluation is crucial: evaluations are most useful when done at a point where the findings can still influence the programs. When preparing the Terms of Reference, the objectives for the evaluation need to be precise and limited – to help keep the focus. The elaboration of a continuous and integrated learning cycle, which includes more systematic documentation of results, will be a priority for NCA's organizational development in the strategy period from 2011-2015.

EVALUATION OF NCA ORGANIZATIONAL CAPACITIES

During 2010, NCA was subject to three comprehensive evaluations to assess different aspects of our organizational capacity.¹⁵ By and large, the findings of all three evaluations were positive and serve to highlight some of our main achievements as a learning organization.

- *NCA has strengthened its arenas and tools for organizational learning and arranged for a more systematic use of knowledge from evaluations and reviews.*
- *Evaluations verify the relevance of NCA's strategy of working with and through faith-based actors and institutions.*

• *NCA has been an essential driving force for the establishment of the ACT Alliance. NCA is now challenged to elaborate more specific ambitions for what it will contribute and gain from membership in the ACT Alliance.*

• *NCA has strengthened its flexibility and ability to adapt to new monitoring and reporting requirements, among others through the implementation of a global financial management system.*

• *NCA has taken steps to make better use of existing competence within the organization.*

• *NCA is challenged to elaborate a clearer strategy for partnership cooperation and assessment of partners.*

A number of evaluations have made valuable recommendations on how to improve the quality of NCA's monitoring and reporting. The evaluations tell us that much of our reporting is still focused on activities and outputs. In the next period, we aim to improve our ability to document medium and long-term outcomes, particularly at the level of country programs and projects. Improved reporting on outcome indicators will require that we make more systematic use of baselines, and establish a good analysis of the now-situation for key outcome indicators at the start of a new planning period. We also have the ambition of developing and reporting on Selected Output Indicators for each of the 12 Global Programs. NCA will need to strengthen PME capacity at Head Office and will also need to continue developing the PME skills of the local program and finance staff, which have the frontline responsibility for monitoring and documenting results.

In the future, our monitoring and reporting needs to distinguish more clearly between what have been NCA's contributions and what have been the partners' contributions to the results we are documenting. At present, there is a lack of clarity in defining the roles and responsibilities of Norwegian Church Aid versus those of partners. In the new Global Strategy and Country Program Plans, NCA's comparative advantage is more clearly defined and described. Another element in the NCA partnership approach is the balance between focus on 'hard' components as financial management and administration and components like promoting governance, social mobilization, churches' social responsibility etc. We will increase focus on 'soft' components in our partnerships.

Norad's 2007 and 2010 Organizational Performance Reviews of Norwegian Church Aid have provided the incentive for NCA to further concentrate our work with regards to number of countries and partners. (See Chapter 1.2). The Reviews have also challenged us to work more diligently on gender mainstreaming, especially in relation to some of our faith-based partners. Chapters 4.1 and 4.4 summarize our achievements and some selected results in addressing issues of women in governance (including governance within faith-based organizations) and in mobilizing faith-based partners to address gender-based violence. We are encouraged by these achievements, but also recognize that this is an area of work that will remain a high priority also in the next plan period.

Particularly the evaluations carried out in 2009-2010, show that NCA could benefit from using existing research more systematically to compare, give direction and improve the quality of the implementation strategies used in our own programs as well as partners' programs. The history book project, which culminated in *Aid, Faith and Politics* (Tønnesen, 2007), is a good example of how new forms of cooperation with research institutions has produced new evidence-based knowledge. We have also had other examples where NCA has made use of evidence-based research during the period – particularly related to policy analysis for our advocacy work. In the future, we will strengthen cooperation with relevant research organizations as an investment in ongoing quality improvement, especially in relation to the 12 Global Programs.

¹⁵Norad. *Organizational Performance Review of Norwegian Church Aid*, Norad Report 2/2011, January 2011.

Riksrevisjonen. *Riksrevisjonens undersøkelse av resultatorientering i norsk bistand*. Doc 3:4, 2010-2011

USAID. *NCA Close Out Organizational Capacity Assessment (CLOCA) Report*. Oct. 2010

USAID CLOCA, Riksrevisjonen...



Human dignity will also be the central element for Norwegian Church Aid's work in the years to come. There will be increased focus on 'soft' components like promoting governance, social mobilization and churches' social responsibility. Photo: Bente Bjercke/Norwegian Church Aid

REPORT 03/2011

Norwegian Church Aid struggles together with people and organisations across the world to eradicate poverty and injustice.

We provide emergency assistance in disasters and work for long-term development in local communities. In order to address root causes of poverty, we advocate for just decisions by public authorities, business and religious leaders.

Norwegian Church Aid is an ecumenical diakonal organisation for global justice. Our work is carried out with no intention of influencing people's religious affiliation.

To ensure efficiency and create results Norwegian Church Aid is a member of the ACT Alliance, one of the world's largest humanitarian alliances. The alliance consists of church-based organisations throughout the world and cooperates with organisations across religious faiths.

Norwegian Church Aid – together for a just world