

Progress Report to Norad 2017



NORWEGIAN CHURCH AID
actalliance

WHERE WE WORK

Focus countries

Strategic project support

Humanitarian response

Focus countries implementing humanitarian responses

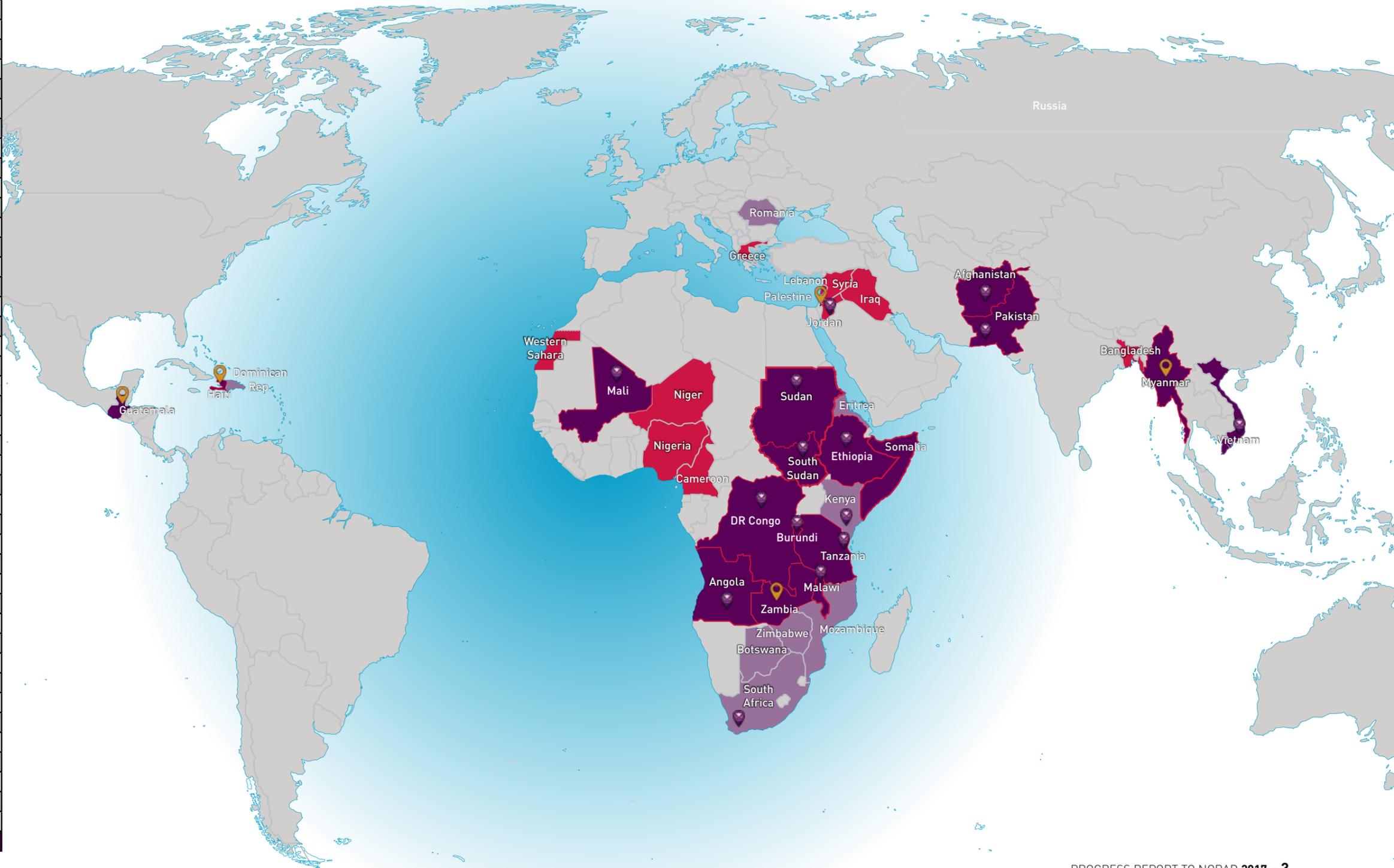
In addition, NCA assisted women and men affected by conflict and natural disasters of smaller scale in focus countries

Norwegian Church Aid and ACT sister organisations' Joint Country Programme (JCP) and office

Norwegian Church Aid Office

MAP AS PER DECEMBER 31ST 2017

Country	Grand Total
Afghanistan	49,401,098
Angola	41,794,186
Bangladesh	1,150,082
Brazil	352,970
Burundi	19,107,710
Cameroon	1,539,295
Democratic Republic of the Congo	38,587,926
Dominican Republic	1,319,000
Eritrea	202,026
Ethiopia	59,634,449
Global	67,816,168
Greece	2,119,248
Guatemala	5,787,826
Haiti	21,557,278
Iraq	38,580,242
Kenya	49,778
Laos	1,000,000
Lebanon	16,325,617
Malawi	37,739,243
Mali	56,182,154
Myanmar	10,521,676
Nepal	161,986
Niger	1,180,233
Nigeria	6,493,306
Norway	30,494,584
Pakistan	30,124,210
Palestine	14,519,933
Philippines	1,857,642
Regional South Asia	554,598
Regional Eastern Africa	5,690,493
Regional Europe	375,967
Regional Southern Africa	7,821,681
Romania	1,813,405
Serbia	1,170,669
Somalia	70,676,885
South Sudan	64,293,730
Sudan (Darfur region)	26,028,223
Sudan (excl. Darfur)	13,140,669
Syria	56,849,439
Tanzania	39,803,657
Vietnam	3,712,320
Western Sahara	4,674,698
Zambia	24,668,048
Grand Total	876,874,349



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ACT	Action by Churches Together	HVCA	Hazard, vulnerability and capacity analysis
AMI	Alternative Mining Indaba	IDP	Internally displaced persons
ANC	Antenatal care	IUD	Intra-uterine devices
ART	Antiretroviral therapy	MMR	Maternal mortality rate
COP	Community of Practice	PHAST	Participatory hygiene and sanitation transformation
ECM	Early child marriage	PNC	Post-natal care
EIA	Environmental impact assessments	SDG	Sustainable Development Goals
EITI	Extractive Industries Transparency Initiative	VIA	Visual inspection with acetic acid
FBO	Faith-based organisation		
FFS	Farmer field school		
FGM	Female genital mutilation		
GBV	Gender-based violence		



Sibomana Médiatrice sells rolls in a bakery where she is a co-owner. The bakery is a part of a NCA economic empowerment project in the mountain area Bujumbura, Burundi.

PHOTO: Gunvor E. Jakobsen/Norwegian Church Aid

Tizibit Eshete (12) in Derefo, Ankober (Ethiopia) helps her mother to fetch water from the new well NCA has built closer to their home than their previous source.
PHOTO: Hilina Abebe/Norwegian Church Aid



Despite the complexities of the contexts Norwegian Church Aid (NCA) works in, they also present a wealth of opportunities for positive change and development. In 2017, NCA managed 13 country offices, two regional offices, and five humanitarian operations. NCA also had a presence in an additional four countries through joint offices led by other Action by Churches Together (ACT) Alliance members. These joint initiatives strengthen the organisation's cost efficiency, without losing valuable gains made with communities, partners and authorities in a country.

Chapter two of this report presents an inspiring selection of results from NCA's six global programmes. The chapter also includes an analysis of risks and deviations encountered in the programmes throughout the year, and how NCA and partners have mitigated these. How important synergies between the programmes have been developed to increase impact and efficiency is also presented, in addition to how NCA and partners have fostered learning, capacity development and reflection within the global programmes.

Chapter three focuses on the status of NCA's initiatives to strengthen its quality management systems for accountability, monitoring, evaluations, and for the safeguarding of key crosscutting agendas such as conflict and gender sensitivity. Chapter four provides an overview of the variety of strategic partnerships NCA has engaged in and developed during the year, with a focus on results from strengthening and mobilising civil society. The final chapter, chapter five, provides an analysis of how NCA has worked to increase its income and improve cost-efficiency with a focus on organisational key performance indicators and innovation.

1. RESULTS IN A DYNAMIC GLOBAL CONTEXT



2. NORWEGIAN CHURCH AID'S GLOBAL PROGRAMMES



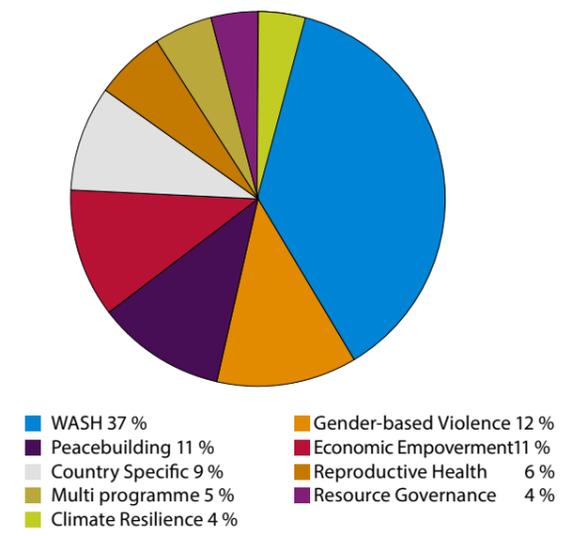
Even though these young men earned thousands of dollars as pirates, they have found a new way of living and self-worth after attending vocational education and finding jobs as electricians as part of NCA's 'Pirate Project' in Somalia.

PHOTO: Håvard Bjelland/Norwegian Church Aid

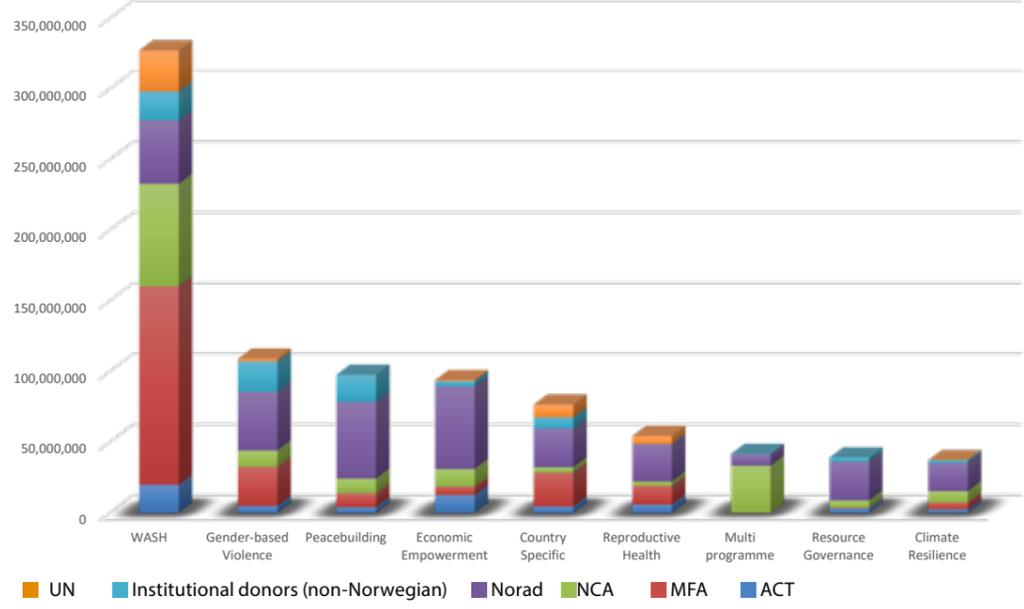
EFFECTING CHANGE LOCALLY AND GLOBALLY

The second year of NCA's global strategy, Faith in Action, and the Programme Plan 2016-2020, has built on results achieved in 2016. This chapter shows that the country programmes are increasingly on-track to deliver results as planned within the seven global programme results frameworks, which form the foundation for NCA's 2016 – 2019 cooperation agreement with Norad. New program initiatives are now established, partner capacity is growing, target-setting improving, and monitoring of results strengthened. Programme concepts have also been fine-tuned and strengthened following the 2016 roll-out of the new strategy and programme plan. It is also seen that as the programme plan gains maturity, opportunities for integrated programming and synergies at country and local level are being explored more often, both within the NCA country programmes and with other ACT Alliance partners.

EXPENDITURE PER GLOBAL PROGRAMME



DONOR DISTRIBUTION PER GLOBAL PROGRAMME



GLOBAL PROGRAMMES



People reached*:

 **2,811,000**
women, men, girls and boys
received access to a safe
water supply.

 **4,000**
women established their
own enterprise.

 **2,700**
women and youth
developed their skills in
conflict management.

 **151,000**
children under five years
of age received health
services.

 **3,000**
people worked to
hold governments
accountable

 **21,000**
households using better
agricultural practices.

 **793,000**
people reached with hygiene
promotion activities.

 **34,600**
women and child survivors
of GBV received medical and
psychosocial treatment and
care.

 **2,800,900**
people received
humanitarian assistance.

* In our efforts to maintain our accountability to stakeholders, NCA continues to include statistical information throughout the report. Given the breadth and depth of our work, we acknowledge the difficulties in measuring this. We have used our monitoring systems to compile the data, and figures have been rounded as appropriate. We have worked hard to avoid double counting when identifying the number of people or households we reach. However, there is likely to be some overlap between these figures as some individuals and households will be supported in more than one area of work. The numbers are collected on an annual basis.

In the Sindh province of Pakistan, Norwegian Church Aid's efforts to ensure access to clean water improved people's health and led to greater social equality among different religious groups in the province.

PHOTO: Håvard Bjelland/Norwegian Church Aid

2.1 PEACEBUILDING

PROGRESS



The goal of the Peacebuilding programme is for communities to enjoy increased levels of peace. The programme's main intervention strategies are mediation; negotiation and facilitation of dialogue between parties in conflict; advocacy on key factors driving conflict; working with men and women to increase women's influence in peacebuilding; and bringing religious actors together for dialogue and joint action. The programme's ambitions align with those of Sustainable Development Goals (SDGs) five and sixteen. Five countries have Peacebuilding programmes, in addition to a regional programme covering 12 countries in Eastern Africa. Below is a selection of 2017 results from the programme, demonstrating that progress is largely on-track, with some deviations related to women's participation in peacebuilding.

OUTCOME 1: Social groups experienced more constructive inter- and intra-group relations ***

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

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

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

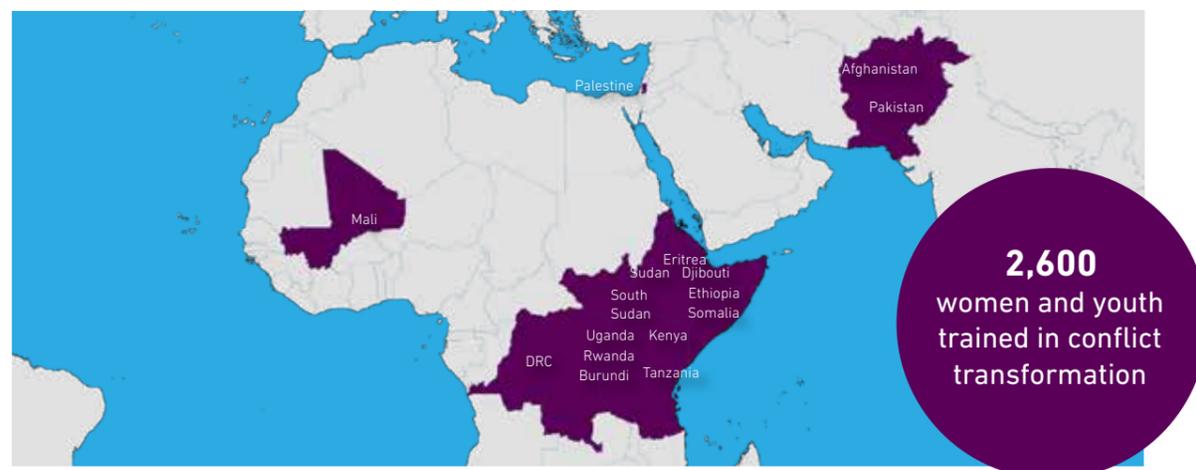
* Mandatory ** Conditional mandatory *** Non-mandatory

The peacebuilding programme works for social groups to experience more constructive inter- and intragroup relations (outcome 1). This draws heavily on religious leaders' moral authority and positive influence over their constituencies if preaching and practicing tolerance and understanding of other groups. Results are primarily a product of NCA and partners' long-term engagement with these actors, and concrete interventions focus on facilitation of dialogue, trust-building, and joint action between groups in conflict. This comes in addition to awareness raising campaigns, peace education, and cultural events, all with a notable focus on youth.

and the existence of certain factors. These include members of peace structures enjoying trust and respect; rapidly addressing conflicts, thus preventing escalation; and the methods they use building on local traditions for conflict transformation. In some cases, the peace structures contribute to sustainable conflict transformation, while in others they address urgencies or calm a tense situation. For example, in 2017, the **South Sudan** Council of Churches played a crucial role in improving humanitarian access to Wau, as roads were re-opened after a church-facilitated dialogue with key actors.

In 2017, peace structures addressed 610 conflicts. These were interpersonal, intragroup and intergroup conflicts related to issues like land, water, GBV and religion (outcome 2). Both programme experience, and findings from external evaluations of NCA's peacebuilding efforts in **Mali** and **Pakistan**, point to the link between the success of these structures

The 2016 focus on inclusivity continued in 2017, and resulted in the reorganisation of local peacebuilding structures to include more women, youth and members of different social groups and ensure they are more representative of the population. For example, in **Pakistan**, youth participation in local peace structures was increased to 35% from



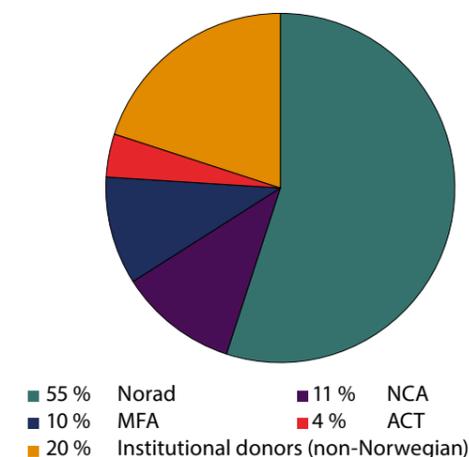
World Council of Churches (WCC) gives Pakistani Muslims and Christians a common ground to solve interreligious problems. Muslim leader Nouman Hamid and Bishop (Reverend) Majid Abel are important members of NCA's partner WCC. PHOTO: Håvard Bjelland/Norwegian Church Aid

31% in 2016. This led to improved performance and effectiveness of these structures, partly due to youth introducing the use of social media for timely and efficient communication among members.

For example, in **Palestine**, the newly endorsed *Social Security Law* was amended after NCA partner Women's Centre for Legal Aid and Counselling, together with other human rights actors, engaged in advocacy to ensure gender inclusiveness. Finally, the regional peacebuilding programme in **Eastern Africa** exemplifies how NCA and partners engage in long-term regional level advocacy on key peacebuilding issues, by for example lobbying and influencing the African Union.

Results of local actors' contribution to peacebuilding related to policy and institutional change (outcome 3) varied according to the key drivers of conflict, at what level partners work, and the appropriate forms of advocacy in the specific country contexts.

PEACEBUILDING DONOR PERCENTAGE:



In 2017, the Peacebuilding programme supported 1,654 women to gain skills in conflict transformation (outcome 4), most of whom put their new skills to use in peacebuilding initiatives. For example, women trained by the regional peacebuilding programme in **Eastern Africa** in 2016 and 2017 engaged in a range of different initiatives in their respective countries including training of other women, participation in high-level dialogues, facilitation of community level dialogue, and mediation of local conflicts.

RESULTS CASE

Inclusive peace structures in Afghanistan resolved 300 conflicts

In Afghanistan, local conflicts about issues like water, land and gender-based violence weaken social cohesion, reduce people's real and perceived security, and negatively affect livelihoods. In 2017, through engaging in mediation, inclusive peace *shuras* resolved 300 of these conflicts.

WHAT: In 2017, NCA and partners supported 228 community and district level peace *shuras*, or peace structures, to identify, analyse and resolve 300 conflicts. Partners Afghanistan Development Association (ADA), Afghan Women's Skills Development Centre (AWSDC) and Sanayee Development Organization (SDO) assisted the peace *shuras* to develop and implement action plans, and to address challenges with implementation. They also conducted capacity building workshops for new and existing peace *shura* members and were crucial in connecting the community and district peace *shuras*, with provincial peace councils.

In order to strengthen the inclusivity, legitimacy and reach of community and district peace *shuras*, 572 new members were included in their memberships in 2017. As a result, the 20 district peace *shuras* now represent 69% of the ethnic groups and tribes in the area, while 50% of the members are female and 39% youth. An inclusivity survey conducted by ADA in Daikundi and Uruzgan provinces showed that 78% of the community members were satisfied with the performance of the district level peace *shuras* and that making them more inclusive had increased their level of recognition and impartiality.

WHY: Peacebuilding in Afghanistan is one of the main goals for the international community, Afghan Government and NCA. Working with Traditional Dispute Resolution structures is of high importance for the Afghan government, and has been emphasised under the *National Priority Program*. Historically, most Afghans involved in disputes over property, inheritance, family issues and, in some cases, criminal matters, have relied on community-based Traditional Dispute Resolution, commonly known as peace councils

or peace *shuras*¹. However, inclusion of people from different backgrounds in peace *shuras* remains a challenge. The formal and informal justice systems at provincial and district level perform poorly especially in terms of connecting communities. NCA's Peacebuilding programme responds to this by strengthening the inclusivity of peacebuilding structures and processes in Afghanistan.

HOW: The programme assumed that inclusive peace *shuras*, with proper training, would be able to take into consideration the priorities and concerns of all social groups, and that this would make them more effective in resolving conflicts. NCA and partners jointly developed the methodology to establish these inclusive peace *shuras*, and experience to date confirms it is working.

NCA, with its knowledge and understanding of the context; long standing relationships with communities, traditional and religious leaders and authorities; well-trained peacebuilding staff; and understanding of gender and human rights, played a crucial role to achieve these results. NCA facilitated the initial linkages between peace *shuras* and relevant duty-bearers and stakeholders, and provided appropriate and timely accompaniment, facilitation and funding to partner organisations.



Members of a district level male and female peace *shura* in Daikundi Province discuss their achievements in peacebuilding and conflict.

PHOTO: Naimat Rawan/Norwegian Church Aid

¹ Government of the Islamic Republic of Afghanistan – Governance Cluster 2013, National Priority Program Five – Law and Justice for All, Government of the Islamic Republic of Afghanistan <http://moj.gov.af/Content/files/GOV-NPP5-JFA.pdf>

610
conflicts addressed
by peacebuilding
groups

DEVIATIONS, RISK MANAGEMENT AND LEARNING

In 2017, there was considerable progress in terms of participation of women in NCA's peacebuilding work. Key success factors seem to be a combination of training, networking between women in different sectors and levels, and linking key women to ongoing peacebuilding processes and initiatives. However, all countries report continued challenges related to the quality of women's participation. For example, whilst women's participation in local NCA supported peacebuilding structures in Pakistan has increased significantly from 30% in 2016 to 43%, social norms on gender roles still limit women's *influence* in these structures. The Eastern Africa peacebuilding programme on the other hand reports several success stories on women's participation, particularly stemming from the programme's increased networking efforts. At the same time, the programme faces challenges in achieving high quality results working with religious leaders, a challenge also presented in the evaluation of NCA's Pakistan programme. Finally, evaluations of NCA peacebuilding programmes in both Mali and Pakistan found that women's participation is perceived by some local actors as a Western agenda. An increased focus on working with men's attitudes to women's participation is therefore warranted in several country programmes, as a focus on faith-based actors.

NCA Afghanistan's peacebuilding programme is an inspiration for other countries in regards to addressing the challenges presented above. The programme is implemented in conservative areas, and there has been some backlash from communities as to the involvement of women. The programme has addressed this by advocating, and providing key messages on how women's participation can be beneficial for the whole community. Twenty-one dialogues with influential male members were held in programme areas, resulting in 63% of the participants acknowledging the role of women in peace processes. The dialogues also helped establish 183 community-level women's peace *shuras*, or peace committees, and the selection of 48 new women members for the district-level peace *shuras*. The participation of women is now reported to be 46% and 50% in the community and district-level peace *shuras* respectively. Finally, 70% of the women's peace *shuras* have reported increased influence in decision-making. For example, during a monitoring visit to Daikundi, members of Ashtarlai district-level *shura* said "We are now intervening in conflicts which in the past had been the domain of the men in the society."

A 2016 trend that saw increased engagement of peacebuilding structures in conflicts involving armed actors, and in conflicts beyond the local level continued in 2017. This is in line with good practice and is a planned development of the programme. However,

it also presents a set of challenges and risks and underlines the importance of conducting ongoing risk and conflict analysis. It also requires flexibility from NCA and partners to provide timely and appropriate support in what are often very fragile processes. Experience from Afghanistan points to the importance of an integrated programme approach in order to address complex violent conflicts effectively. Given the complexity of these conflicts, and their links to national level dynamics, sustainability of results is a major challenge. This can be due to the conflict being heavily influenced by national level actors who are not part of a local level conflict mediation, or due to parties being willing to address urgent humanitarian issues, but not the root causes of conflict. One measure NCA has taken to address these sustainability challenges is to work increasingly on different levels in parallel. For example, our Mali programme, which has traditionally focused on local conflicts, set up district and regional level peace structures in 2017 to be better able to address conflicts that go beyond the local level.

To address the need for more information on issues essential to the implementation of NCA's Peacebuilding programme, such as the quality of women's participation and the sustainability of local peace structures' conflict transformation efforts, the organisation commissioned case studies from Pakistan, Afghanistan, Mali and South Sudan as part of a comparative study on local peacebuilding structures. The results will be ready in 2018, and will be central to discussions when NCA's global Peacebuilding Community of Practice meets to discuss how best to transform the findings and recommendations into improved programming. The meeting will also be an opportunity for NCA country offices to share lessons related to interventions in more complex conflicts and efforts to increase women's participation in peacebuilding.

Whilst programme staff in Afghanistan and Pakistan were unable to meet physically due to security issues, head office advisors were still able to facilitate learning between these programmes – a process which will continue in the future. Initiatives have been made to link the Eastern Africa regional peacebuilding programme more closely with other relevant NCA programmes such as South Sudan, Burundi and Somalia. This will also continue, with a focus on faith-based actors in peacebuilding and women's participation. Learning in 2018 and 2019 will focus on the pillars of the peacebuilding programme: local peace structures and mediation; women's participation and influence in peacebuilding; and faith-based actors in peacebuilding, with a cross cutting focus on conflict sensitivity.

2.2 GENDER-BASED VIOLENCE AND REPRODUCTIVE HEALTH

2.2.1 GENDER-BASED VIOLENCE

PROGRESS



The Gender-Based Violence (GBV) programme enables women and girls to live free from violence, including partner and domestic violence, female genital mutilation (FGM), child and forced marriages, trafficking, sexual exploitation, rape and abuse. The programme's ambitions align with those of SDG five. A selection of results from the twelve countries² with GBV programmes is presented below.

OUTCOME 1: Dominant social norms protected girls and women from GBV *
OUTCOME 2: Communities and faith actors committed to end Female Genital Mutilation (FGM) and Early child marriage (ECM) **
OUTCOME 3: Laws, policies and budgets to end GBV improved and implemented ***

OUTCOME 4: Women and girl GBV survivors safely accessed adequate and appropriate support services *
OUTCOME 5: Women's participation in decision-making processes increased ***

* Mandatory ** Conditional mandatory *** Non-mandatory

The programme challenges negative social norms that uphold GBV and gender inequalities to protect women and girls from GBV (outcome 1). All countries were on-track in achieving this outcome, with only some minor deviations at output level. Across all countries, 6,794 faith and community leaders acted against GBV, while even more were engaged in programme activities. This progress exceeded expectations in several countries. There is a growing demand for theological reflection and training on women's rights in **Malawi**. In **Somalia** and **Ethiopia**, providing educational material with

anti-GBV messages in local languages and sermons for religious leaders also positively influenced social norms. The programme in **Pakistan** mobilised men and boys to become change agents in their communities by using the positive masculinities approach. It also supported the first countrywide *International Men and Gender Equality Survey (IMAGES)* in **Pakistan**, to explore men's and boys' attitudes towards gender norms, and to recommend strategies for sustainable social change related to GBV. This will be published in 2018.

² Zambia, Malawi, Ethiopia, Somalia, Pakistan, Myanmar, Guatemala, DRC, Burundi, Mali, South Sudan and Russia



6,800 faith and community leaders demonstrating actions against GBV



NCA is providing life-saving trauma therapy at a family centre in Sinuni city located in Sinjar Province North of Iraq.
PHOTO: Håvard Bjelland/Norwegian Church Aid

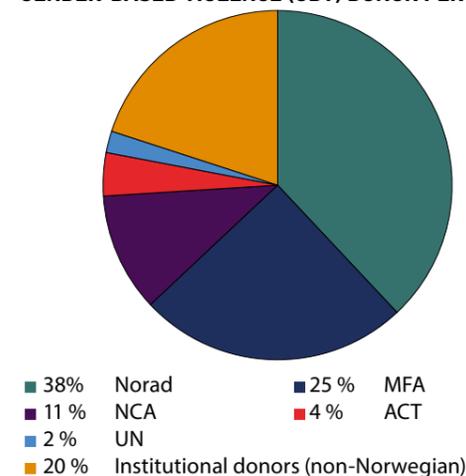
In terms of progress on faith actors advocating for policies and laws to curb GBV (outcome 2), the programme contributed to a new Anti-FGM Bill in **Somalia** in partnership with the Ministry of Women Development and Family Affairs and Ministry of Justice. In **Ethiopia**, ending FGM became part of by-laws in another 127 (target was 45) faith and community based organisations. A theological reflection document on ending child marriage was developed by the Ethiopian Orthodox Church for use in churches across the country.

In terms of legislative and policy change (outcome 3), partners in **Malawi** were instrumental in the formulation of a new *National Plan of Action against Trafficking in Persons* and the launch of the *National Alcohol Policy*, the first of its kind in southern Africa. In **Zambia**, linking up with women's lawyer's organisations contributed to improvement of traditional by-laws and advocacy on implementation of the *Anti-GBV Act*. In **Myanmar**, partner Legal Clinic Myanmar took part in drafting the *Protection*

of Violence Against Women Law as a national legal resource.

All GBV programme countries saw increases in both reporting of GBV cases and identification of (new) referral pathways to support GBV survivors (outcome 4). The programme provided legal, medical, psychosocial and economic support to 34,653 survivors, with results beyond targets in some programmes. Increased reporting indicates higher awareness of various forms of GBV and available response mechanisms, and that girls and women can report and seek support. In **Pakistan**, **Myanmar**, **Zambia**, **Malawi**, **DRC**, **Somalia** and **Ethiopia**, close cooperation with local authorities, health staff, police and judiciaries was key to delivering these services. In **Zambia** and **Mali** for example, GBV cases were handled through the traditional justice system and courts. An innovative model to curb GBV in **Pakistan** helped to create demand for GBV response services and improved supply of services.

GENDER-BASED VIOLENCE (GBV) DONOR PERCENTAGE:



Buddhist monks eagerly participate in a NCA GBV project in Myanmar, which mobilises religious leaders to end GBV in their communities. This is an effective approach in a country where religious institutions and leaders play an influential role in society.
PHOTO: Yi Yi Mon/Norwegian Church Aid

RESULTS CASE

Men and boys mobilise to end FGM in Somalia

Anti-FGM campaigns in Somalia have contributed to the significant reduction in FGM rates seen across the country in recent years. Key to this positive trend is the involvement of men and boys – an approach NCA and partners have successfully employed.

WHY: Religious beliefs and radical interpretations of Islam in Somalia uphold the cultural norm of FGM, which is perceived as a precondition for marriage for young girls. The baseline for the NCA - Save the Children (SC) joint programme in Somalia and Ethiopia indicated that men saw FGM as a women's issue and that there was limited willingness from them to participate in FGM related discussions. The programme developed strategies to address this.

WHAT: Due to the efforts of civil society, including NCA and partners, FGM rates have declined significantly across Somalia from 98% in 2005³ to between 77% (Puntland) and 53% (South Central) in 2015⁴. Involving men and boys in anti-FGM campaigns was critical to achieving the shift in both beliefs and practice needed for such levels of collective abandonment. NCA and SC's joint FGM programme in Somalia (2016-2019) has successfully increased the role of men in breaking the silence around the practice, forecasting this will contribute to continuing the decrease in prevalence in programme areas.

The programme has included men and boys, including religious and community leaders, in community dialogues, campaigns and sporting events where the harmful health effects of FGM are discussed. This has resulted in 360 boys and young men forming 18 school based boys' clubs. Club members are now change agents and role models in their communities, advocating for the protection of their female peers, sisters, mothers and wives. Men's forums were also formed, and through dialogues with religious and community leaders, consensus on the need to change attitudes and practices to protect girls and women was reached. Dialogues also resulted in religious leaders delivering messages on abandoning GBV in schools, mosques and communities.

HOW: During a 2017 cross visit to the NCA-



Men engrossed in discussions during a community conversation session in Belet Hawa district, Somalia. PHOTO: Abukar Haji/ Norwegian Church Aid

SC FGM programme in Ethiopia, NCA's Somalia team saw the positive effects of using evidence based methodologies and approaches to reduce and end FGM, especially through increased engagement of men and boys. The team have leveraged this knowledge to further strengthen this component of the Somalia programme.

Using a positive masculinities approach, men and boys are engaged in the programme, helping them to understand the harmfulness of the practice, and in turn motivate them to change the sociocultural norms upholding FGM in their communities. Key methodologies include community dialogue, social behaviour change, positive masculinities, theological reflections on the Quran, including Sunnah vs. Infibulation, and empowerment of girls and women. These generate knowledge about the detrimental health effects of FGM, create awareness of women's rights, and lead to new religious reflections that provided space for women, men and youth to discuss their own attitudes and practices. Local partners KAALO Aid and Development Org. and Tadmun Social Society, along with local NCA and SC staff, have been instrumental in achieving this result by facilitating men and boys' engagement in the programme, ensuring they are critical players in the change process needed to end FGM.

934
faith actors
advocated for policies
and laws to end FGM
and ECM

³ UNFPA-UNICEF (2017) *Accelerating Change by the Numbers* (online). 2017 Available from: https://www.unfpa.org/sites/default/files/pub-pdf/UNFPA_UNICEF_FGM_16_Report_web.pdf

⁴ A UNICEF, UNFPA and World Bank funded GBV survey undertaken by Johns Hopkins university in late 2015

DEVIATIONS, RISK MANAGEMENT AND LEARNING

Despite internal and external challenges, continued efforts by partners and local staff have ensured very few deviations in the GBV programme in terms of meeting targets. One deviation relates to the inclusion of a variety of prevention, response and advocacy interventions to provide a comprehensive global GBV programme. This resulted in many country programmes implementing too many activities and insufficient focus on some outputs. These country programmes will be encouraged to focus activities in the remaining two years of the programme.

Shrinking space for civil society has increased the level of threats faced by human rights defenders, many of whom are women involved with the GBV programme, for example in Pakistan and Guatemala. This shrinking space also resulted in restrictions on local organisations receiving international funding in some countries. The programme addresses this situation through close collaboration with interested and competent government offices, with some success in Malawi, Pakistan and Ethiopia. This has allowed the programme to win the trust needed to operate in several countries, while in Pakistan it also helped to institutionalise a survivor centred approach within the police and other units providing GBV response.

Cultural and religious norms related to GBV and gender roles are important risk factors for any project aiming to change these negative norms and practices. Conservative religious alliances against upholding women's human rights continue to influence faith actors, affecting the outcome of dialogues on issues like GBV and reproductive health. Despite this, and resistance to progressive theological reflections, female members of constituencies are increasingly challenging their religious leaders to open up for new interpretations of scriptures. NCA's GBV programme is also addressing this across all 12 countries by working on positive masculinities with younger men and engaging female religious leaders. Applying a rights-based approach to this nexus of faith and gender work is one of the main strategies to ensuring that this challenge does not result in negative deviations.

Many of the countries have expanded the GBV programmes by securing additional resources from non-Norwegian donors, whilst the programme was phased out in Burundi in 2017. The programme has also expanded its GBV response in emergency work through the extension of *GBV Conflict and Post*

Conflict agreement with MFA until 2018. This has helped NCA and partners to increase responses to GBV in Emergencies (GBViE) in the agreement's core countries⁵, and through addendums in an additional four countries⁶.

Other factors, which triggered programme deviations in 2017, include war and conflicts in many of the fragile contexts NCA is working in, as well as droughts in some African countries, most notably Mali, Ethiopia and Somalia. Funding delays also affected implementation of some projects as did gaps in partners' competency to provide specialised GBV response services. NCA addressed this last point through ongoing capacity building initiatives. Risks related to ensuring staff and partners have the capacity to comply with ethical standards, particularly ensuring confidentiality and maintaining privacy of GBV survivors, were also encountered in 2017. NCA has incorporated this risk into its broader work on digitalisation and data security.

Finally, with the #MeToo campaign gaining traction in 2017, underreporting of sexual harassment and abuse has been in the spotlight, including the launch of #AidToo – a development sector specific campaign. This focus also underscored the need to follow up more closely on compliance with NCA and ACT's prevention of sexual exploitation and abuse (PSEA) codes of conduct to reduce sexual harassment related risks.



Every fourth girl between the age of 15-17 in the Gambella Region (Somalia) is married. Rahmet writes on a blackboard as she explains to a group of girls about HIV/AIDS. She is also teaching them about reproductive health, early marriage and other harmful practices.

PHOTO: Hilina Abebe/Norwegian Church Aid

⁵ DRC, Burundi, Mali, Somalia, and South Sudan.

⁶ Lebanon, Nigeria, North Iraq and Syria

2.2.2 REPRODUCTIVE HEALTH

PROGRESS



The Reproductive Health programme supports women and children's right to healthy lives free from harmful traditional practices and to access quality health services in their communities. The programme's ambitions align with those of SDGs three and five. It is implemented in seven countries and a selection of results from these is presented below. Strong synergies with the GBV programme contributed to results in Ethiopia, Mali and South Sudan in 2017.

OUTCOME 1: Women, men, girls and boys utilised maternal and neonatal health services *
OUTCOME 2: Adolescent birth rate reduced ***
OUTCOME 3: Women, men, girls and boys preferred conventional reproductive health services over harmful traditional practices ***

OUTCOME 4: Communities contributed to disease prevention ***
OUTCOME 5: Quality health facilities available in local communities ***
OUTCOME 6: Government policies in reproductive health implemented ***

* Mandatory ** Conditional mandatory *** Non-mandatory

The programme provided healthcare for 148,980 children under five years of age (outcome 1). This means that 84,070 children were vaccinated in **Tanzania**, 22,809 children received health services at NCA and partner operated health facilities in **Malawi**, 34,876 children were given therapeutic care at four nutrition centres (including 13,440 children vaccinated) in Darfur, **Sudan**, and the health of 7,225 children under five years of age with anaemia and malnutrition was improved in **Palestine**.

possible, increasing the number of clinic births to 2,970, compared to 2,243 in 2016. The programme also witnessed a decline in Maternal Mortality Rate (MMR) for South and central Darfur, down to 160/100,000 compared to 199,3/100,000 in 2014. This is partially due to the work of 102 traditional birth attendants and community health workers, who identified and referred women to antenatal care (ANC) and post-natal care (PNC) services.

The programme in **Sudan** has again made good progress despite difficult working conditions. The 24-hour availability of solar power for clinics was a welcome development in 2017. This made night-time delivery at health clinics in Darfur

The programme in **Mali** saw strong progress in reducing the adolescent birth rate (outcome 2), as 6,407 young people played a leadership role in promoting reproductive health and family planning in their communities. A new approach called *Girl Up*⁷ was introduced to the programme's girls' clubs

7 United Nations Foundation 2018, Girlup, <https://girlup.org/wisci/malawi/#sthash.e7AJKkQv.dpbs>



151,000 children under five received health care

Kelines Mkandawie and her daughter Ruth Nkhambule (11 months old) wait for a vaccine at the NCA supported Lunjika health clinic in Malawi. "Now she will be strong and will live a long healthy life", says Kelines.

PHOTO: Kristine Flyvholm/Norwegian Church Aid

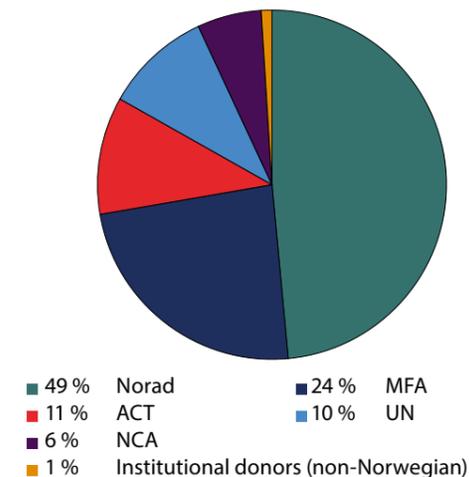
in **Malawi**. These clubs have around 500 members aged between 10-24, including 32 teen mothers, and are focused on closing the information gap about reproductive health issues among members. After introducing this new approach, the programme has seen a reduction in teen pregnancies, child marriages and school dropouts, with eight teen mothers returning to school.

In 2017, **Mali** performed well on access to reproductive health services (outcome 3) with new

female users of modern family planning methods increasing from 37,024 in 2016 to 56,840. Twenty-one fistula cases were also successfully repaired.

Communities have contributed to disease prevention (outcome 4), with cervical cancer screening in **Malawi** exceeding targets and reaching 9,362 women in 10 health facilities. This is a 283% increase compared to 2016 and is partly due to NCA's partner improving its screening method by using visual inspection with acetic acid (VIA) and successful community mobilisation about cervical cancer. To curb HIV and AIDS, two female and three male biologists in the same clinics were trained to process samples for viral load testing and on a new homemade method of drug resistance genotyping developed by NCA's partner DREAM. This innovative approach will help to scale up access to viral load services. In 2017, a majority of the 17,612 patients on Antiretroviral Therapy (ART) who had defaulted treatment were traced, which brought 1,418 (590 male and 828 female) back to care. The new *National Alcohol Policy* in Malawi, which NCA has both advocated many years for, and been a major contributor to, has the potential to positively affect results under this outcome, but will be dependent on partners increasing public awareness about it.

REPRODUCTIVE HEALTH DONOR PERCENTAGE:



47,500
women received
maternal healthcare

RESULTS CASE

South to South collaboration - South Sudanese Midwives trained at Haydom Lutheran Hospital in Tanzania

NCA and partner's capacity to reduce maternal mortality rates in South Sudan were bolstered through new cooperation with Haydom Lutheran Hospital in Tanzania.

WHAT: NCA's reproductive health programme in South Sudan trains midwives and provides scholarships to enrolled midwifery students. In 2017, NCA arranged for 10 of these midwives to attend a seven-day midwifery training at Haydom Lutheran Hospital (HLH), one of NCA's partner organisations in Tanzania. The programme invests in the capacity of these midwives not only to strengthen their role in reducing maternal and infant mortality rates in their catchment areas, but also to establish them as a pool of master trainers able to share their knowledge with their colleagues. Okolong Jacob Oniama, the leader of the Maternity Wing at Torit Hospital, said after completing the training: "I hope to save more lives of mothers and new-borns, to increase the use of family planning and to reduce unplanned pregnancies and unsafe abortions."

Training the midwives has also created a new income possibility for HLH and there are ambitions to develop a pre- and in-service training centre for health personnel in fragile countries. This will be a simulation-based training centre based at the hospital's nursing school skills lab. If successful, especially with use of innovative technologies to enhance outreach and minimise costs, this could have a major impact on the health of women, girls and entire families across the developing world.

WHY: South Sudan has one of the highest maternal mortality rates in the world. Due to lack of adequate infrastructure and poor-quality teaching, local educational institutions for training midwives have insufficient capacity to support NCA's reproductive health programme. NCA needed a safe and high-quality training environment to train 10 midwives from Wau and Torit in South Sudan. Since 2015, NCA has been the grant manager for HLH, which has very low maternal mortality in its catchment area due to working systematically to reduce it for several

years. For instance, it has trained its health personnel in the methods *Helping Babies Breathe* and *Helping Mothers Survive Bleeding after Birth* developed by Laerdal Global Health (LGH). Haydom Global Health Research Centre (HGHC) is one of the leading research centres in Sub-Saharan Africa and has developed the most unique maternal and new-born research facilities in rural Africa. Evidence of their work is documented in over 30 research articles published as part of Haydom's Safer Births⁸ project supported by the Research Council of Norway.

HOW: In collaboration with LGH and HLH, NCA developed a hands-on training programme for the midwives covering retained placenta management, stopping bleeding after birth, new-born resuscitation, new-born care after birth, respectful maternity care, and family planning, including how to insert intra-uterine devices (IUD) and implants. The training programme utilised the simulation models Mama Natalie, neo Natalie and Sister U. NCA has followed up with these midwives after their return to South Sudan to ensure they were able to utilise their new skills. To refresh and retain their knowledge, the midwives have had frequent high dose trainings and use the simulation models now stocked by their institutions after the training. Using innovative technology-based teaching methods such as video and text messaging, NCA and HLH will remotely monitor the midwives' skills retention following the training, and offer follow-up where necessary.



PHOTO: Haldis Kårstad/Norwegian Church Aid

⁸ https://www.forskningradet.no/en/Newsarticle/Helping_babies_survive/1254002184993

DEVIATIONS, RISK MANAGEMENT AND LEARNING

Access to the field in conflict-affected countries like Sudan, South Sudan and Mali is a challenge. In 2017, the programme in Oromia Region of Ethiopia, also had some problems with security that made implementation difficult. This means there are few results to report except for the renovation and furnishing of five waiting rooms for high-risk pregnant mothers and those from distant districts. This has greatly improved the services to these groups of women who are now able to stay in the rooms until delivery. The South Sudan programme was delayed in putting their new skills acquired at the training at HLH in Tanzania into practice due to delays in shipping the simulation dolls from China to South Sudan. The World Health Organisation recommends that every pregnant woman has at least four antenatal care visits at a health facility. This is an indicator for NCA's programme outcome 1, but has been difficult to achieve in some countries like Malawi. This is because only 46% of the population lives within 5 km of a health facility. Despite this, 1,160 women have accessed the eight health facilities supported by NCA. Other countries like Sudan have seen an increase in ANC and PNC visits, where 14,863 women received this service. The Malawi programme also sees a need to intensify screening and simultaneously raise awareness, especially among women under 30 living with HIV, given their increased risk of abnormal cervical cancer.

A positive deviation in Malawi has been the programme's ability to utilise earlier training from Atlas Alliance in Norway on mainstreaming disability, and the experience they have with International Child Development Programme (ICDP), to expand their involvement with disabled children to new project areas. In 2017, they trained 160

caregivers for 1,671 disabled children. The office will now mainstream disability in all programmes due to the progress made by the Reproductive Health programme.

In general, there was a decrease in services provided to pregnant women at HLH in Tanzania in 2017. For example, deliveries decreased to 3,631 from 3,916 in 2016, and antenatal care services from 28,140 to 26,723 over the same period. According to the partner, the decrease in services is due to the government's plans to increase the access to health facilities at village level, which has enabled HLH to take a referral role. However due to limited capacity at lower level health facilities, there was an increase in the number of complicated deliveries (excluding caesarean sections) from 113 in 2016 to 140 in 2017. Another explanation for the decrease in patients could be a plan to make the hospital more self-reliant that includes increased patient fees, especially since the people living in the hospital's catchment area are mainly small-scale farmers and sensitive to such changes. This can also explain why there are more post-natal visits than before, increased to 5,274 compared to 4,575 in 2016. The patients probably delay their visit to the hospital until it is the only solution to get help for their health issues. This is a risk, and LHL's management is working to secure new funding sources.

Whilst there were no major community of practice events for the global programme in 2017, there has been a good dialogue between the country offices regarding scaling up digitalisation in programme activities. Sharing of learning regarding the countries' experiences using digital solutions in the health sector has been key to this. In 2018 the focus for learning in the programme will be on adolescent health and family planning.

2.3 ECONOMIC EMPOWERMENT



PROGRESS

The Economic Empowerment programme's goal is to secure entrepreneurial opportunities and sustainable employment for women, men and youth. The programme's ambitions align with those of SDGs one, two and eight. Eleven countries have Economic Empowerment programmes and a selection of results from these is presented below.

OUTCOME 1: Women, men and youth gained and maintained employment ***
OUTCOME 2: Women, men and youth established micro- or small enterprises *
OUTCOME 3: Women, men and youth scaled up existing enterprises ***

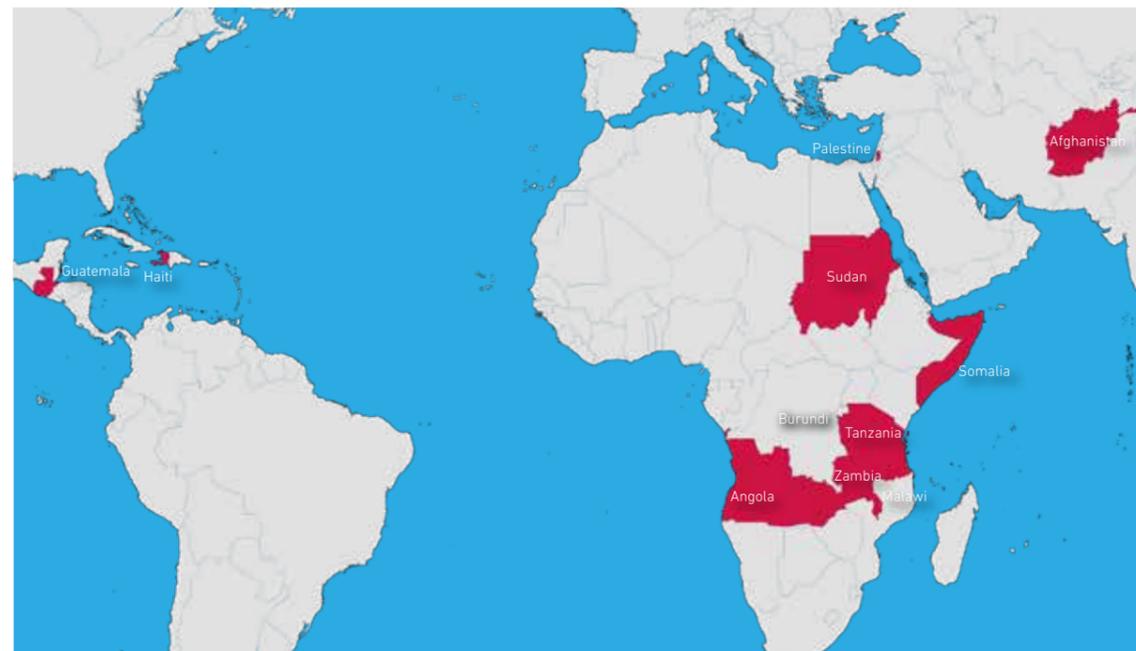
OUTCOME 4: Women, men and youth increased profits by value chain development ***
OUTCOME 5: Women, men and youth gained access to local or domestic markets *

* Mandatory ** Conditional mandatory *** Non-mandatory

The Economic Empowerment programme collaborates closely with the private sector to ensure that rights-holders gain and maintain employment based on market needs (outcome 1). In **Palestine**, 60% (713) of graduates were linked to the private sector through internships and on-the-job training that improved their ability to meet market needs. An assessment of late 2016 graduates in Gaza revealed an average of 71.3% employment rate among vocational training centre graduates, which is a successful result given the challenging operating environment. In **Somalia**, 650 women and youth accessed technical vocational education and training. A representative sample (52M, 48F) of 2016/2017 graduates demonstrated the effectiveness of the intervention, as 90% had

secured employment (46% formally employed, 54% self-employed), six months after graduation.

Establishing micro or small-scale enterprises (outcome 2) has been successful in all the programme countries. In **Zambia**, 10,053 women, men and youth received training in entrepreneurship and business management, and 90% of these were engaged in micro or small-scale enterprises, either individually or as a group, six months after the training. **Burundi** had considerable success in using mobile technology and social media to share prices, products and experiences between entrepreneurs. In **Tanzania**, 611 individuals scaled up their existing enterprise from micro to small (outcome 3), creating employment for 10,350 people. This was a result of



Mina Sakala Mwale takes care of her chickens in Chipata, Zambia.
PHOTO: Bellah Zulu/Norwegian Church Aid

integrating business development training into the VICOBA methodology (village banking).

Increasing profits through value chain development (outcome 4) has also shown positive results. **Sudan's** focus on inputs and production meant that 2,325 farmers accessed quality inputs (certified seeds and tools) and were trained on good agricultural practices. Half of the 1,600 farmers who adopted these improved agricultural techniques increased their production of groundnuts significantly. In **Malawi**, a pilot project to rent out value addition equipment to farmers is progressing well. The focus of the first phase has been training on good agricultural practices, access to quality inputs, and the collection of data to better understand the cost structure of the proposed business model. Results are expected in June 2018. In **Tanzania**, data indicates successful scaling of the 'Veggie' pilot project in eight new districts. For more than 2,100 farmers affordable micro-investments in drip irrigation gave them a 3-10 time return on their investment in less than 90 days - a considerable financial boost for a smallholder farmer. In addition, the model's potential for even further scaling is tested in Babathi district where next level investments (USD 3-500) in poultry and banana and papaya seedlings took place in October 2017.

The programme also improved access to local or domestic markets (outcome 5). In **Afghanistan**, 45

community awareness dialogue sessions aimed towards men and male leaders were conducted to create opportunities for women to participate in economic activities. This resulted in 76% of programme beneficiaries being women. In **Burundi**, entrepreneurs experienced multiple (3-5) product taxation to enter local markets due to lack of regulation. The programme provided advocacy training for entrepreneurs to enable them to influence the communal level taxation systems. As a result, entrepreneurs report higher profit margins with a single market entry fee.

ECONOMIC EMPOWERMENT DONOR PERCENTAGE:

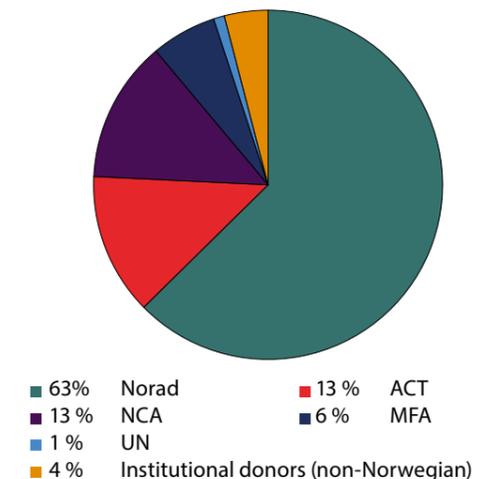




PHOTO: Sayed Wahidullah Hashimi/Norwegian Church Aid

RESULTS CASE

Community enterprise development providing women with profitable employment opportunities in rural Afghanistan

Despite a worsened security situation, record high unemployment rates, and barriers restricting women's commercial opportunities, 600 female entrepreneurs in rural areas of Afghanistan have started their own business and almost 40% of them are already making a profit. Key to this result is a holistic community enterprise development approach.

WHY: It is not due to a lack of motivation or raw materials that communities fail to engage in profitable business activities in rural areas of Afghanistan—they have plenty of both. The reasons for this, which apply to both men and women, are lack of capital and proper understanding of market demands, and limited know-how of business start-ups. Norms and institutions are further barriers to women engaging as economic actors in the local market.

WHAT: In 2017, a total of 538 enterprises were established in Daikundi (407), Faryab (57) and Uruzgan (74) provinces. Micro enterprises (on average two people) were typically within

poultry raising, or the processing of almonds or apricots, while group enterprises (5-15 people) were engaged in greenhouses, primarily to grow vegetables, and beekeeping. Out of the 754 entrepreneurs involved, 38% (290) earned a profit from their business within the first year. Group enterprises in particular improved market access both in terms of input procurement and product sales. Revenue data from enterprises established in 2016 and 2017 also demonstrates that group enterprises are a promising income generating model for women who have no or very limited opportunity for money earning in Daikundi. The story of Golsom, and her group enterprise beekeeping business in Darwana village in Daikundi Province, illustrates this well. She collects and packages honey, and sells it to local and provincial markets. Profits are equally distributed among the 15 group members. From the last two harvests (6-month period), the group earned USD 2,175, leaving Golsom with USD 145 that she will invest in her children's education.



"Having gone from not having an income to having my own business has helped me feel much more empowered! I am also happy that this project has helped me be in more contact with the market and the village," says Golsom

PHOTO: Sayed Wahidullah Hashimi/Norwegian Church Aid

HOW: These results can be attributed to several factors, including systematic assessments of employment opportunities through community consultations, technical feasibility studies, and economic viability studies of various value chains. Community consultations and market research also enabled women, men and youth to identify untapped local employment opportunities, like the beekeeping and greenhouse vegetable production mentioned above. NCA's longstanding partner, Ghanzni Rural Support Programme (GRSP), with a presence in Daikundi since 1998, was instrumental in the design phase by ensuring that the approach was both supply (community knowledge and input availability) and demand driven (market surveys and economic viability studies). As labour intensive crops or products of high demand were identified, NCA Afghanistan and GRSP organised the 754 entrepreneurs (F:600) into 72 groups across 40 communities. These groups were able to share experiences and resources (land and capital), and benefit from

economies of scale. They also provided them with access to start-up capital, which was pivotal in converting underused resources (land, skills, and human) into productive assets. Business skill training was also provided by GRSP with pre- and post- business management training tests demonstrating significantly enhanced knowledge on input procurement, record keeping and marketing among 87% of the female and 96% of the male entrepreneurs. Both NCA and GRSP's ability to match technical expertise, with experience with community enterprises and long-term relations with governments and the private sector, were also important factors contributing to the result.

Despite good experiences with the group enterprise model, in 2018 NCA and its partner will consider decreasing the number of employees to between 5 and 10 from 15 in order to increase the profit margin.

DEVIATIONS, RISK MANAGEMENT AND LEARNING

The programme is on-track to achieve its targets at the end of the programme period, despite encountering both internal and external challenges in 2017. In Angola, the economic crisis was so intense that it affected rights-holders' ability to access credit, as there were no institutions willing to lend money. Access to credit is the first step in a longer process towards economic empowerment, so as the economic crisis develops, the long-term programme targets may need to be adjusted to reflect this challenge. In Somalia, severe drought not only affected production due to water scarcity, but also resulted in drought-induced migration by agropastoralists, hampering their ability to participate in programme initiatives.

Due to limited organisational resources, NCA management decided to focus support on fewer countries that could provide good results and value for money. The analysis behind this decision showed a clear link between the ability to scale-up and replicate successful interventions, and the capacity and thematic competence of NCA staff in country. Thus Haiti, Guatemala and Romania had their final year with the programme in 2017, as performance was not as expected and the

programmes were too cost-inefficient to continue. In Angola, the Economic Empowerment programme will discontinue working on the market barrier outcome in 2018, despite extensive efforts to map and disseminate information on these. This is due to a need to focus the programme, and limited room to influence relevant stakeholders to reduce or remove barriers. In Malawi, analysis of the programme initiatives resulted in a narrowing of the scope both thematically and geographically to ensure scalability and replicability.

A key lesson learned in 2017 was the need to improve communication with rights-holders and explain risk more clearly. In Tanzania 4,000 farmers signed up for the maize value chain project. When they discovered that capital for the project would be provided by a private actor, even though NCA stood as the guarantor, a significant number of farmers withdrew from the project. NCA took for granted they understood that NCA would have all the risk, but communication needs to be ameliorated to avoid such obstacles in the future.

In the work to shift from handing out inputs towards low-priced services, NCA harvested valuable

lessons in 2017. The issue of *affordability* and *awareness* is key for rights-holders to adopt and pay for inputs and technology. The Tanzania programme demonstrated that collective procurement and proper supply management could make market bundles (drip irrigation technology and three months of fertiliser) affordable to farmers for USD 10. In Sudan and Zambia, efforts to transform smallholder's mind-sets made progress by focusing on profitable investments in equipment and input.

Innovative partnerships and new technology also played a role in the success of the programme. Improving NCA's cooperation with the private sector has been a key part of this, and in Tanzania, NCA established a partnership with Yara to facilitate access to quality inputs. In Afghanistan, NCA signed an MoU with Victory Furniture factory to establish a successful value chain. Victory Furniture will play a role in the development and quality assurance of a vocational training curriculum, apprenticeships and job placements. In Burundi and Somalia, a partnership was established with Bright Products under the Norad funded Vision 2030 programme. This pilot will provide access to affordable and reliable renewable energy solutions (solar), which contribute to improved livelihoods and local economic growth. NCA envisages great learning potential in this pilot in terms of shaping potential partnerships models with the private sector and how digital solutions can improve project management and affordability for end users.

In terms of technology, a considerable amount of experience in the use of digital project management tools has been exchanged between Economic Empowerment programme countries. The 2017 internal review of the programme's pilots in Tanzania looked specifically at the effectiveness of these tools and found that "digital systems radically improved project monitoring and management". This is due to field data being accessible on an almost daily basis, which enables NCA Tanzania to monitor developments in real time, follow up challenges quickly, allocate resources more efficiently, and learn faster. By 2017, most of the programme countries had introduced the use of digital project management tools to improve programme implementation. In the case of Tanzania, communication using mobile phones and WhatsApp has proven very effective for quality assurance and faster learning. For example, the lead agronomist has been able to give almost instantaneous feedback to field agronomists after receiving photos of agricultural plots from them.

Learning events facilitated by the programme's Community of Practice (COP) have also accelerated learning and programme development. For example, the 2016 workshop on value chain development for NCA programme staff, showed results in the form of improved programming in 2017. After a HO facilitated cross-visit for five countries (Burundi, Malawi, Somalia, Sudan, Zambia) to the Economic Empowerment pilots in Tanzania, both Burundi and Zambia chose to integrate value chain and micro-investment initiatives into their programmes.



Without increasing costs, the "Veggie project" has proven to be scalable. Many rights-holders are now in the second or third round of investment, some making more than USD 15 per day. Upendo Mohamed Maduru is tending to her vegetable bed in Mapogoro village, Tanzania, and is very happy to be part of NCA's Veggie project.

PHOTO: Alpha Kapola/Norwegian Church Aid

2.4 CLIMATE RESILIENCE

PROGRESS

The Climate Resilience programme assists communities to resist, absorb and recover from climate change, using the two core methodologies of Community Based Adaptation and Community-Based Disaster Risk Management. The programme's ambitions align with those of SDGs one, two, nine, thirteen and fifteen.. Five countries have Climate Resilience programmes, and a further three have incorporated climate resilience elements into other programming. A selection of results from these countries is presented below.



OUTCOME 1: Context-specific minimum standards for mitigating risk to structural interventions applied in communities *
OUTCOME 2: Communities adapted their food production to changes in climate ***
OUTCOME 3: Communities implemented sustainable land management plans **

OUTCOME 4: Organised civil society structures demonstrated action on climate resilience *
OUTCOME 5: Organised civil society held duty-bearers accountable on climate resilience ***

* Mandatory ** Conditional mandatory *** Non-mandatory

Communities worked to mitigate risk by creating context specific minimum standards for structural interventions (outcome 1). In **Ethiopia**, standards developed in 2016 were rolled out and implemented across all target areas in 2017, mitigating the risk of damage and loss in seven *kebeles* (districts), and directly reaching 61,532 people. In **Burundi**, the programme worked with religious leaders to improve the ability of 208 religious institutions, such as churches and schools, to withstand flooding as they often serve as shelters. In **Zambia**, target communities developed gender sensitive minimum standards for climate resilient infrastructure, ensuring the inclusion of women's and girl's perspectives and needs in sanitation systems in schools. Community task forces and schools in

18 of the 19 targeted communities documented these in guidelines, technical manuals and design guidelines. In **Guatemala**, an early warning system was developed in cooperation with a private radio station. Communities are now able to broadcast hazard warnings in the event of natural disasters, such as forest fires, flash floods and landslides.

The programme also supported communities to adapt their food production to changes in the climate (outcome 2) and implement sustainable land management practices (outcome 3). In **Ethiopia**, a participatory climate and vulnerability assessment of 18,000 hectares (ha) carried out in 2016 resulted in the creation of a sustainable land development plan that covered 2,500 ha in



Trees being prepared for planting, Burundi. PHOTO: Norwegian Church Aid

2017. The target is to cover 11,672 ha by the end of the programme period. Land under agricultural management adapted to climate change increased from 23.9% (2,229 ha) in 2016 to 35.38% (3,300 ha) in 2017.

In **Angola**, smart agricultural practices were presented to 1,025 farmers in farmer field schools (FFS), far exceeding the target of 300. These climate smart techniques also gained the attention of community leaders not reached directly by the programme, who asked to be included in future FFS trainings. In **Myanmar**, the programme worked on fish habitat protection in a central region of the country, where NCA's partners are addressing the absence of government policy related to flora and fauna. Partners have taken the initiative to begin reforesting areas around freshwater lakes to protect them from silting. In **Haiti**, all targeted farmers adopted climate smart measures that increased food security and all targeted communities have undergone participatory vulnerability assessments and developed operational contingency plans. One of these communities has started conducting simulation exercises, improving the resilience and security of the rights-holders.

Mobilising civil society is also a key component of the programme, with organised civil society structures both demonstrating action on climate change (outcome 4) and holding duty-bearers accountable on climate resilience (outcome 5). In **Zambia**, 51 Community Task Force Committees were formed in 12 districts where they implemented contingency plans. The committees organised 10 communities to participate in a country-wide exercise to combat pests that negatively affect agriculture and flora

(African armyworms – *Spodoptera exempta*). In **Guatemala**, the elected traditional authorities of 41 indigenous communities took decisions related to water, land management and mineral extraction that will increase resilience to climate change and natural disasters. These decisions also addressed Indigenous Peoples' rights to consultation regarding environmental conservation. In **Burundi**, mobilisation of religious leaders led to them bringing together their congregations and local authorities to plant 1.1 million trees to protect community infrastructures. The trees had an 89% survival rate - a 25% increase compared to 2016. On a global level, requests from country offices have intensified advocacy from NCA HO towards government authorities on climate resilience issues. This has resulted in a new cooperation between the Norwegian Ministry of Environment and Climate, the Norwegian Embassy in Addis Ababa and NCA for the development of a new methodology around the conservation of forests around churches.

CLIMATE RESILIENCE DONOR PERCENTAGE:

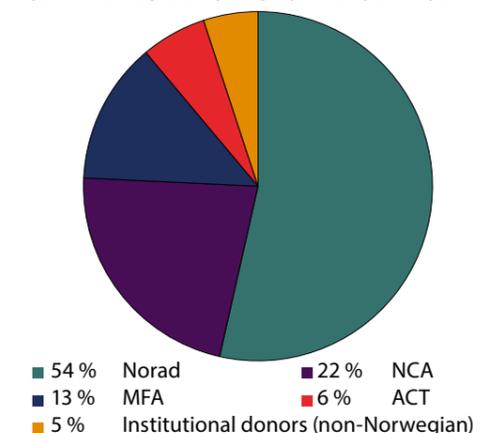




PHOTO: Afonso Cavalcanti/Norwegian Church Aid

RESULTS CASE

NCA links partners from two sides of the globe to replicate solutions to mitigate the effects of climate change

After working alongside NCA's partner from Brazil, NCA's partners and climate-affected communities in Angola are now able to replicate proven solutions to address water scarcity in drought-affected areas.

WHY: NCA's long-term partner in Brazil, Diaconia, has increased the resilience of the communities it works with by introducing a durable means of taking advantage of rainfall. There were several reasons why NCA's Climate Resilience programme facilitated a learning exchange between Diaconia and partner organisations in Angola to scale this solution, and a common language was only a minor one of these. The main reason why all parties saw the potential for the replication of this innovation to have the same impact in Angola as in Brazil is that the semi-arid climate in north-eastern Brazil where Diaconia works is like that in southern Angola. Communities in both areas are also experiencing the impacts of climate change, including a lack of adequate household water – a result of regular periods of drought. A common language was also an advantage as it allowed NCA's local partners and resource partner Diaconia to mobilise communities and the local municipality to ensure the success of the project.

WHAT: The analysis of the potential for scaling was correct, and Diaconia's family-based rainwater catchment cisterns (Cisterna Calçada in Portuguese) have been successfully replicated in rural areas of southern Angola. Whilst a learning partnership between NCA Angola and Diaconia was formalised in 2017, the founda-

tions for this were laid during previous exchange visits and dialogue between the two facilitated by NCA's Climate Resilience Community of Practice. In 2017, two experts from Diaconia (one master bricklayer and one programme manager) worked alongside two of NCA's local partners in Angola, Association for Rural Development and Environment (ADRA) in Huila Province and Lutheran World Federation (LWF) in Cuneneto Province, for six weeks to train masons from the local community in the techniques required to build 52,000 litre rainwater catchment tanks. The technique is well proven in Brazil but was received as an innovative solution in rural Angola. Local authorities assisted in the implementation and coordination of activities. Strong governmental and community relations are key to the success of these types of interventions, especially when production costs are relatively high. Support from authorities in covering the gap between what NCA can fund and the full cost will be key to scaling up beyond the four community tanks constructed in 2017.

HOW: The cisterns were constructed by local masons under the supervision of Diaconia and NCA's local partners. Finding adequate soil to make bricks, along with reliable delivery and quality of materials, were some of the obstacles which had to be addressed during the process. NCA's engagement of a local consultant to assist with logistics prior to the upstart of the construction work and designation of one staff member (master bricklayer) to the project were key to achieving this result.

DEVIATIONS, RISK MANAGEMENT AND LEARNING

Despite some deviations, the Climate Resilience programme's progress in 2017 was mostly on-track. One of the challenges was the merger of three country offices in Haiti, Guatemala and Myanmar to form joint offices with NCA's sister organisations in ACT Alliance. This led to minor delays in the implementation of the programme, as merging staff, programmes, and administrations is a considerable undertaking.

Another challenge is the ability to scale-up and replicate initiatives. Related to this is the need for country offices to hire and retain staff with the specialised professional skill sets needed to facilitate these types of scaling processes. A focus on securing increased funding in the remaining programme period will allow for the recruitment of more specialised programme staff. NCA's programme in Ethiopia is managing to scale however, as it has the capacity and staff to do so. A further lesson related to scaling, is that evidence-based and proven initiatives from one national context can be innovative in another where such initiatives have not been implemented before. For example, cross visits between partners in Brazil and Angola uncovered that the installation of household rainwater harvesting tanks for storing safe drinking water is commonplace in Brazil, but innovative in Angola. This is detailed in the results case above. Another example of the potential to use proven techniques in a new context is the dissemination of climate data to farmers, allowing them to plan their farming calendars. In Burundi, the government authorities are unable to provide this data. NCA has been lobbying for this to occur, and while changes in budget posts did not materialise, there were changes in local government development plans, which now include lobbying the federal authorities for this kind of data. In Angola, NCA supports farmers in collecting their own precipitation and weather data from 20 weather stations to be able to predict fluctuations in precipitation, and this could be replicated in Burundi if authorities are able to provide the climate data.

In dry contexts, it is more difficult to implement some of activities than in a wet environment. For example, in a region of Myanmar where the climate and weather are more stable than in a flooded area along the coast, programme activities happen at a slower pace because they are not exposed as regularly to climate hazards. This is also noticeable between continents. In Asia and Central America for example, climate hazards are quicker and more dramatic than in Sub-Saharan Africa, where peri-

ods of drought in NCA's target areas take longer to develop. This has affected how NCA organises its Climate Resilience Community of Practice, where lessons and replication of experiences in similar wet or dry contexts can be scaled.

An unexpected obstacle for the programme was the influx of refugees to Angola, Ethiopia and Zambia plus the Rohingya crisis in Myanmar, as humanitarian catastrophes take precedence over regular programming activities. For example, the influx of Congolese refugees to Angola and NCA's cooperation with UNHCR took months of capacity from the office.

A meta risk to the programme is the fact that many high-level duty-bearers are still in denial about climate change and can introduce policies and practices that undermine the resilience of their own people. In Angola for example, the lack of climate change policies or strategies lead to ill planned investments in agriculture, infrastructure and location of new settlements.



An early warning system through a private radio station in Guatemala.

PHOTO: Diego Silva/Norwegian Church Aid

2.5 WATER, SANITATION AND HYGIENE



PROGRESS

The ambition of NCA's Water, Sanitation and Hygiene (WASH) programme is to save lives, promote health, and catalyse development and well-being for poor communities, especially the most vulnerable. The programme adopts an integrated approach across the development humanitarian nexus, and all three elements of the programme – water supply, sanitation and hygiene – are equally important. NCA also commits to coordinating with other WASH stakeholders, and other sectors. The global WASH programme's ambitions are aligned with those of SDGs one and six, and was implemented in 12 countries in 2017. A selection of results from these countries is presented below.

OUTCOME 1: Communities demonstrated ownership for WASH services *

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

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

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

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

OUTCOME 6: Women, men, girls and boys accessed sustainable, sound and a minimum of basic water supply services for domestic and productive purposes ***

* Mandatory ** Conditional mandatory *** Non-mandatory

The programme focuses on demonstrated community ownership of WASH services (outcome 1). The focus in 2017 has been on building the capacity of communities to establish and manage their own systems, either through technical training, registration processes, or supporting the establishment and management of tariff collection and other management systems.

All 12 countries implementing this outcome report some degree of progress. This was demonstrated through indicators such as the percentage of rights-holders reporting satisfaction on their participation in WASH-related decision-making (from 50% in **Burundi** to 87% - 93% in **Afghanistan**); and women's membership and participation in WASH committees (from 30% of committee members in **Afghanistan**

to 62% in the NORAD **DRC** programme). Another indicator is water committees' ability to collect and manage water user tariffs to cover operations and maintenance, something 95% of water committees in Afghanistan managed in 2017. Some results went well beyond initial expectations, demonstrating real community appetite for ownership. In Mbulu and M'kalam districts in **Tanzania** for example, NCA's local community development programme in Haydom, 4 Cultural Corners Programme (4CCP), secured an additional NOK 150,000 entirely through local fundraising to support water infrastructure, and the community has been able to set a realistic tariff to cover operation and maintenance.

Many of NCA's WASH programmes are in countries in conflict, with weak government institutions or



with shrinking space for civil society, and the focus for NCA is to improve both the quantity and quality of positive civil society engagement with government authorities. Success is measured through the degree to which communities' recommendations are reflected in authorities' plans (outcome 2). Most countries implementing activities under this outcome report being on-track, although the quality of engagement is varied. In some cases, the focus has been on supporting authorities to recognise and act on community rights such as in **South Sudan**, in others the focus has been on empowering the community to engage with existing government programmes for development, such as in **Afghanistan**.

Most countries (10 of 12) report improvement in people's understanding of positive hygiene behaviours related to public health risks, especially handwashing with soap at appropriate times (outcome 3). All countries reporting success prioritised hygiene promotion activities through participatory approaches (largely PHAST⁹ or PHAST-like), and devoted significant resources to this often under-resourced component of the programme.

NCA's work in hygiene behaviours focuses on training community-based hygiene promoters and working with communities to develop targeted public health awareness campaigns. The scale of reach tends to be large, in the tens of thousands, and well beyond the scale of infrastructure work. NCA also follows up on the initial campaigns to see if the behaviours stick. For example, in South Sudan, NCA and partners DMI and MLDO targeted approximately 25,500 people, including 4,908 schoolchildren, through participative processes to improve handwashing practices and safe collection, storage and use of water, and improved sanitation behaviours. In addition, 100 especially vulnerable householders were targeted and supported to build their own toilets. This result is presented as a case below.

All countries have reported progress in the number of households able to access adequate and sustainable sanitation services, but only four of nine are on track against targets (outcome 4). This varied result is not surprising as it is anchored in community-led approaches like Community-Led Total Sanitation (CLTS) or Village Assainit, where results are determined by the community's actions,

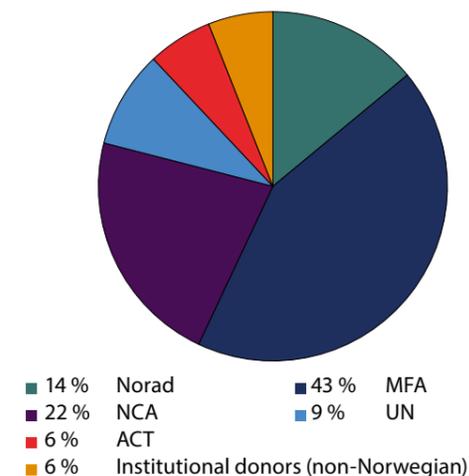
⁹ Participatory Hygiene and Sanitation Transformation (PHAST) is a participatory learning methodology that seeks to empower communities to improve hygiene behaviours, reduce diarrhoea disease and encourage effective community management of water and sanitation services. Since its formal introduction in 1997, the approach has been adapted to different cultural and information-sharing contexts, as well as woven into sanitation programmes..

not just NCA's. But when successful, community-led programming provides a real boost to the capacity of the community to organise itself, as demonstrated by NCA's work with the Etambar Neighbourhood Women's Association in Kidal, Mali. The women set up a group to collect solid and liquid waste from 300 households in the city, coupled with the organisation of health and safety days. Along with improvements to their own neighbourhood in Kidal, the association is now able to mobilise community funding for other neighbourhood improvement initiatives. This result is even more impressive given that the perception of the communities, the conflict, and the socio-cultural realities are often barriers in nomadic and semi-nomadic environment on the consideration of issues related to sanitation.

NCA and partners constructed toilets and water supply systems in schools and health centres. The success of the intervention is measured both by the number of people using the facilities and the inclusiveness of the service, especially in relation to disabled people (outcome 5), with Ethiopia, Haiti and Burundi all reporting to have adapted sanitary and water supply facilities for use by people living with disability. In recent years, menstrual hygiene management (MHM) has also been a key area of focus in schools. The four countries implementing this component report that they met NCA's minimum standards by providing a "full package" to the institutions in the form of water supply, toilets and hand washing facilities, and hygiene promotion.

Providing communities with accessible, sound and a minimum of basic water supply services for domestic and productive purposes is a key element of the programme (outcome 6). Across both the development and humanitarian WASH programmes, NCA and partners provided 2,811,203 people access

WATER, SANITATION AND HYGIENE (WASH) DONOR PERCENTAGE:



to a safe drinking water source in 2017. The result is linked to outcomes one and two as sustainability of services cannot be achieved without rights-holders' meaningful engagement. Nine of 11 countries are on track to meet their targets, which is lower than on the first two outcomes. The sustainability of water supply schemes is measured during final project evaluations, which focuses on if the different

elements of the scheme - the spring protection, boreholes and pumps, piped systems or delivery kiosks - all continue to function as planned. Only three countries - Afghanistan, Angola and Somalia - reported on this sustainability indicator, and encouragingly also reported good progress on the first two outcomes.

DEVIATIONS, RISK MANAGEMENT AND LEARNING

Progress in 2017 has been positive, with four countries reporting they are on-track against all their outcomes. However, eight countries report being off-track against at least one of their outcomes. While some deviations are due to over ambitious target-setting (especially related to community-led sanitation initiatives), there are other internal and external factors affecting this.

To meet the needs of the most marginalised, NCA's WASH programme priorities working in precarious situations, such as active conflicts or complex protracted crises. Despite long-term experience in programming in these kinds of circumstances, sometimes target setting against community needs is compromised by flaring violence cutting access to communities, by unexpected deterioration in the overall economy and rampant inflation, and by governments re-directing their own community-based project funding to other priorities thereby creating unpredictable gaps. WASH can be hard hit by these last two. South Sudan is the best example of this, where inflation is enormous and unpredictable, making infrastructure budgeting exceedingly difficult, and where government institutions that would normally support community WASH development are either non-existent or critically under-resourced. NCA's approach has been to continue prioritising the needs of the most marginal and maintain long-term engagement with civil society groups. Ability to shift resources to those components where NCA can make some impact through flexible funding is also valuable.

Programme ambitions linked to community engagement are never wholly predictable. By building their capacity and improving their access to information and decision-making processes, communities may prioritise their needs differently to what is reflected in the programme plan. In 2017, NCA experienced this in Ethiopia, where the community decided to prioritise water supply over sanitation in schools. The advantage of a multi-year programme is that having built trust in the early parts of the programme, community attitudes

towards, for example, sanitation (low community priority, high public health risk) can be lifted later in the programme period.

As with other NCA programmes, the WASH programme has reported a significant and growing number of women participating in decision-making. Examples from Afghanistan, Pakistan and Sudan are especially encouraging. What is harder to measure is the quality of that participation, especially in places where it is known that social norms and gender roles represent a barrier to genuine influence. Lessons from other NCA programmes, especially Peacebuilding and Economic Empowerment, may also be applicable in the WASH programme.

The various outcomes in NCA's WASH programme are inter-connected. For example, without the first two outcomes highlighting community engagement, the remaining four would be without sustainability. In recent years, NCA's WASH programmes have paid attention to providing a "package" of WASH services, as opposed to just water or just sanitation or hygiene promotion in order to achieve highest public health benefits, and this will remain a key focus. Countries reporting against outcome 5 have hit this target in 2017, but as an overall strategy NCA is yet to see this approach fully integrated.

At the same time, with NCA's long-term presence in some fragile countries such as Somalia, Afghanistan and South Sudan, learnings from the WASH programme in 2017 show that better outcomes are possible when the humanitarian programming is built on and contributes to overall development programming. Approaches familiar to development programming, such as PHAST or CLTS, which require engagement with and empowerment of communities, are increasingly being applied in protracted crises. The case study from South Sudan is a good example of this kind of approach.

RESULTS CASE

Increasing access to toilets through community-based participatory programmes in South Sudan

A hygiene programme covering 25,000 people in rural South Sudan, has had a special focus on 100 particularly vulnerable households in 2017, helping them along the way to decreasing the instances of diarrhoea in their communities.

WHY: Rates of access to an improved toilet remain critically low in much of South Sudan. 2015 estimates¹⁰ show that 70% of rural people defecate in the open, a major contributor to high rates of disease in women and children. Diarrhoea is attributed to defecating in the open¹¹, and is also a major killer of under-fives globally and in South Sudan where it accounts for 15% of under-five deaths. The ongoing and widespread conflict has meant little government or other investment in WASH services outside of major towns. With few rural development or rural health and hygiene programmes at national or state level, people have little access to knowledge about improved sanitation, and few opportunities to change their situation. Although there is little formal data available, experience from implementing community-based projects over many years in South Sudan has shown that few people have the knowledge or opportunity to practice good hand-washing behaviours - another major factor in preventing disease.

As especially vulnerable households may have difficulty in accessing good sanitation, NCA and its partner in Warup, Daughters of Mary Immaculate (DMI), targeted 100 of these households from the hygiene programme area to assist them in building their own toilets. Baseline data showed a link between a poor understanding of hygiene and sanitation and recurrent bouts of diarrhoea among these households, and reinforced the need for the initiative.

WHAT: Building on the start made in 2016, NCA and partners improved household hygiene and sanitation for around 25,500 people living in rural and difficult to reach parts of South Sudan, almost 18,000 of which were women. This result is more than double the planned target and the overshoot is largely due to using mass media, such as radio talk shows and roadside shows, to reach communities with messages about good hygiene practices and what good sanitation means.

One-hundred households, previously without access to a toilet, have also become the proud owners of ones they built themselves. NCA's partner, DMI, reports that the mothers who constructed the toilets have encouraged other mothers to do the same to try and stop the cycle of diarrhoea among children in their communities. Anecdotal evidence from local health centres suggests that these households have reduced diarrhoea rates. This assumption will be tested through KAP surveys in 2018.

HOW: DMI took a two-pronged approach to achieve this result with the 100 householders. The first was to motivate behaviour change using a Participatory Hygiene and Sanitation Transformation (PHAST) approach, including house-to-house visits to talk about why their children were experiencing diarrhoea, and facilitating community meetings about how to solve the problem. DMI prioritised vulnerable households, such those which are female-headed and/or have a lot of children under-five, in the selection process and provided with them with the tools needed to construct the toilets. The households were required to source the building materials themselves. DMI's technical staff also provided the women with ongoing technical advice about how to build simple pit toilets during the construction process and about how to maintain the toilets in the future.



Mama Aman Nyandeng and her newly constructed household latrine. PHOTO: Norwegian Church Aid

¹⁰ WHO-UNICEF, *Progress on Drinking Water, Sanitation and Hygiene: 2017 Update and SDG Baselines*, 2017.

¹¹ From Cause-of-Death-2017.xls, downloaded from <https://data.unicef.org/topic/child-survival/under-five-mortality/>.

2.6 RESOURCE GOVERNANCE

PROGRESS



The goal of the Resource Governance programme is for women and men to benefit from public resources through accountable governance for equitable distribution of wealth and sustainable development. The programme's main intervention strategies are community mobilisation and advocacy towards legal and corporate duty-bearers, to hold them accountable for public resource governance. The programme is aligned with the ambitions in SDGs one, ten and sixteen. Four countries have Resource Governance programmes, in addition to a regional programme in Southern Africa covering four countries. A selection of 2017 results from the programme is presented below.

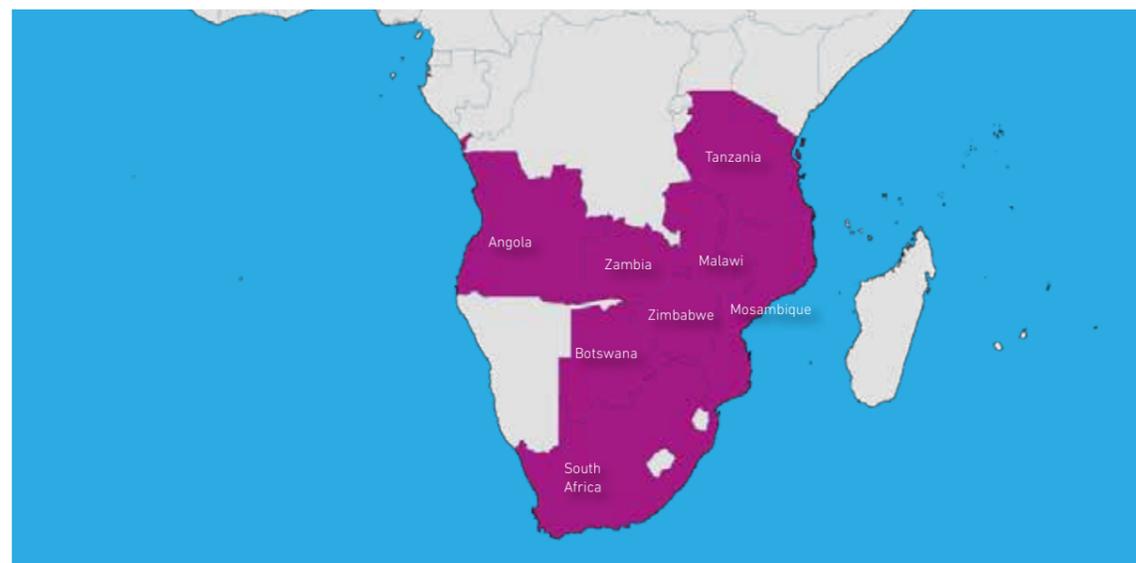
OUTCOME 1: Women and men influenced public plans and budgets to have a greater pro-poor focus **
OUTCOME 2: Women and men contributed to public budgets being implemented according to plan **
OUTCOME 3: Women and men influenced policies and legal frameworks governing extractive industries ***
OUTCOME 4: Duty-bearers have been held accountable to communities' rights in extractive industry areas *
OUTCOME 5: Duty-bearers demonstrated increased transparent management of public resources ***

* Mandatory ** Conditional mandatory *** Non-mandatory

The programme has worked to influence public plans and budgets to have a greater pro-poor focus (outcome 1), and to hold duty-bearers accountable to implementing them according to plan (outcome 2). In **Tanzania**, communities worked with local government officials to identify opportunities and obstacles to their development and create joint three-year development plans for their villages. These have impacted public plans and budgets over the same period. This has resulted, for example, in improved standard examination results due to public investments in teachers and infrastructure to facilitate access to schools. In **Angola**, NCA partners successfully advocated for the allocation of funds to build a water system instead of increasing the budget for municipal administration.

frameworks governing extractive industries (outcome 3), and ensures duty-bearers are held accountable to communities' rights in extractive industry areas (outcome 4). Positioning at local, regional and national levels is important in achieving these outcomes. Constructive dialogue and positive experiences between different actors make NCA partners more influential when policy processes or issues emerge at all these levels. **Zambia** has proposed to remove the five-year tax holiday (Double Taxation Agreement) offered to foreign firms to improve services in education and health care. This is a result of NCA partners and other civil society actors lobbying members of parliament. NCA partners were also amongst those invited to provide input during the process. NCA continued to play a critical role in enabling and facilitating networking and spaces for strategic

The programme influences policies and legal



engagement for partners and communities affected by natural resource extraction. The Southern Africa regional programme facilitated the participation of community members and partners from Zimbabwe and South Africa in the annual Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF) meeting in Geneva. The IGF brings together senior mining government representatives from more than 60 countries and is a space NCA's partners hadn't interacted with before. Being able to present case studies from NCA partners from affected communities, and bring their voices to such a gathering, is a significant achievement regarding direct influence of policy makers. This was especially important given that limited opportunities for civil society engagement at the national level often leaves partners struggling to engage government officials in their own countries.

The programme has a strong advocacy focus and works milestone by milestone each year to bring about relevant policy impact. A focus has been on ensuring duty-bearers demonstrate increased transparent management of public resources (outcome 5). In **Angola**, for the first time after many years of effort, local authorities willingly shared the local budget when requested by social monitoring groups in all 15 municipalities where the programme is implemented. In addition, the government acknowledged the work of NCA partners and other civil society actors in ensuring the budget proposal was made public one week after it was submitted to the national assembly for discussion. This allowed increased access, discussion and debate on the budget for civil society.

NCA's strong regional presence in Southern Africa is thanks to its partnership with religious leaders who hold duty-bearers accountable and support local communities that are affected by extractive industries. NCA supported its partner in conducting a training on resource governance in Namibia, with the participation of religious leaders, civil society actors and Southern Africa Development Community parliamentarians from across the region. Such inclusive trainings create a conducive environment for dialogue, which can build relations that are relevant in policy and advocacy processes. Issues covered included governance and transparency in managing natural resources, regulatory frameworks governing rights to resources, Extractive Industries Transparency Initiative (EITI), extractive linked illicit financial flows, theological reflections, gender and extractives, debt and extractives, and the role of the media.

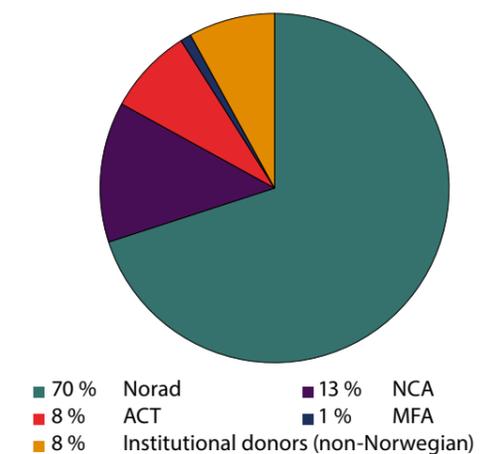
Engaging policy makers is a key aspect of the programme, and it has had success in engaging government actors and mining companies in various events in all programme countries. Alternative

3,000
people worked to hold governments accountable

Mining Indabas (AMI) are powerful tools for citizen mobilisation and empowerment, reaching more than 2,000 people in 2017. A record 11 countries hosted national AMIs in 2017. One of the milestones was the national AMIs in **Mozambique** and **Zimbabwe**, where the mining ministers attended for the first time. AMI has become renowned as a safe space for communities to engage on sensitive issues of resource governance, to learn and exchange information, and to build national and regional solidarity. Recommendations from AMIs form the basis of partners' and communities' advocacy work and are used to pressure duty-bearers and influence policy makers. In 2017 the **DRC** hosted a francophone AMI for the first time. This was not organised by NCA but shows that NCA's model is recognised as relevant.

Considerable regional work has been done, and in 2017 NCA approved a regional advocacy strategy, which includes all the Resource Governance country programmes. This resulted, for example, in an analysis of mining legislations which was done by a national partner but covered all programme countries. The regional advocacy strategy has also resulted in cooperation on a faith-based regional campaign on tax justice.

RESOURCE GOVERNANCE DONOR PERCENTAGE:



RESULTS CASE

Alternative Mining Indaba (AMI) makes breakthrough engagement with Mining Indaba (MI)

After a decade of campaigning, NCA and partners were publicly acknowledged by senior international mining executives for their role in mapping out the future of mining in Africa.

WHY: Mining communities in NCA programme areas struggle to engage national governments and mining companies operating in their localities, and their problems often go unresolved because of high tensions between stakeholders. This leads to unaccountable governance of natural resources. NCA's Resource Governance programme closes the gap between rights-holders and duty-bearers to increase transparent and accountable governance of mineral resources for the benefit of these communities and the broader population. Alternative Mining Indaba (AMI) is an annual, alternative civil society platform, which promotes the rights of communities who live in areas affected by extractive industries. The platform has grown and is now implemented in 11 countries¹², directly engaging more than 2,000 people per year.

WHAT: In February 2017, AMI was finally able to handover its communiqué to Investing in African Mining Indaba (MI) executives during MI's annual business conference in Cape Town, South Africa. The communiqué was a consolidation of voices from a representative group of civil society actors from across Africa and demanded to make *Natural Resources Work for the People*¹³, with a focus on the implementation of African Mining Vision¹⁴. This seemingly simple transaction was a significant step towards creating policies and practices for a more beneficial mineral resource sector in Africa. It was made possible by NCA and partners' ongoing negotiations with the International Council of Metals and Minerals (ICMM) and MI for months prior to the conference.

Every year since NCA and its partners established AMI in 2010, MI has been refusing to acknowledge and engage AMI, mainly through refusing to receive the AMI communiqué at MI's annual conference. Tensions, including the threat of legal action by MI, have characterised the relationship, but through persistent reaching out on the part of NCA and its partners, the relationship has slowly

improved. Since 2015, AMI was able to engage MI through making presentations during the business conference's Sustainable Development Day programme. This has developed over the years, until reaching this milestone in 2017.

HOW: A combination of sustained dialogue, protest, and engagement over several years was used to eventually reach this milestone of getting MI to acknowledge AMI as a key stakeholder to be listened to in the quest for more accountably governed mineral sector. NCA and its partners were able to mobilise and consolidate the voices of affected communities in ten countries, and provide them with a space to engage and advocate in order to achieve this milestone. To get to this point, support for training, capacity building and rights-holder awareness raising has been provided by NCA since the beginning of the programme in order to strengthen the capacities of the affected communities to raise their voices to demand their rights. NCA has also facilitated various local, national, regional and international advocacy platforms for partners and affected communities to create space for dialogue with duty-bearers. NCA and partners are well positioned to achieve the result due to the technical, financial and human resources at their disposal. The breakthrough engagement with Mining Indaba will be used to broaden engagement with the mining sector in 2018.



Since 2010, NCA and partners arranged annual demonstrations, and finally, in 2017, managing director of the Investing in African Mining Indaba conference, Alex Grose, came out to meet the protesters and accepted to receive the AMI communiqué.

PHOTO: Silje M. Ander/Norwegian Church Aid

¹² South Africa, Botswana, Mozambique, Zimbabwe, Malawi, Zambia, Tanzania, Swaziland, Madagascar, DRC, Lesotho.

¹³ Alternative Mining Indaba, 2016, *Alternative Mining Indaba*, <http://altminingindaba.co.za/>.

¹⁴ African Mining Vision, *United Nations Economic Commission for Africa*, <http://www.africaminingvision.org/>.

DEVIATIONS, RISK MANAGEMENT AND LEARNING

The programme faced three main challenges in 2017: funding constraints, political contexts and changes with partners.

In terms of funding, the project agreement with an international donor in Malawi came to an end. This coincided with the donor's restructuring process and the agreement has not yet been renewed. As a result, the programme's partner portfolio was reduced and two of three outcomes were not achieved. Despite this, NCA and partners, both current and phased out, have continued to participate in regional and national events. NCA has worked actively with donor relations and fundraising, both nationally and regionally, to address this gap and secure the future sustainability of the programme's important work with extractive industries. In Tanzania, the programme has been waiting on a new round of funding from an international donor, which has delayed some initiatives and resulted in adjusted targets. In Southern Africa, there is considerable potential to scale up as current targets are achievable and there is the possibility to be more ambitious. The challenge is ensuring adequate funding to support this growth. In addition, programmes in Mozambique and Botswana would benefit from adding more in-country partners to increase the effect of the programme.

In Angola, 2017 was an election year, which meant that the programme focused on introducing new tools for social monitoring of public works instead of implementing budget monitoring and advocacy. The office had to strategically prioritise which initiatives to implement and when to ensure the programme could achieve results during a year with political

change. In retrospect, the 2017 targets for Angola should have been adjusted earlier to take this into account.

In Tanzania, changes in the political landscape have affected programme implementation. Although faith-based organisations have held a strategic position of influence, and had easy access to top government leadership on various issues in the country, NCA now experiences that the position and agency of religious leaders to influence and advise government is becoming more unpredictable. The current regime and political environment has reduced direct access and interaction with the government. Despite this, faith-based organisations have maintained their role as legitimate, credible and influential stakeholders in community development. In response to the above, NCA will review its country strategy for strengthening civil society in 2018, to find strategies for empowering religious actors and civil society organisations to continue engaging proactively and creatively in advocacy in a politically risky environment.

The Resource Governance Programme's Community of Practice (COP) is more than a learning forum, it is a cooperation forum, which is key to achieving regional impacts. Working with the same methodology in the same region, sharing resource partners, and coordinating in advance of regional and international meetings, has made this a successful working model. In 2017, the COP arranged joint capacity building for youth and religious leaders, launched joint studies, and developed a joint regional advocacy campaign.



In 2017, community members, religious leaders and a wide range of civil society organisations demanded justice in the mining sector, through participating at Alternative Mining Indabas in 11 countries. Here from AMI's demonstration in Cape Town in February. **PHOTO:** Bellah Zulu/Norwegian Church Aid

3. STRENGTHENING QUALITY MANAGEMENT SYSTEMS



1,100,000
trees planted in
Burundi

In Burundi religious leaders and NCA partners mobilize communities to increase their resilience to climate change. CEPBU and the Anglican Church have involved religious leaders in upgrading essential infrastructure such as roads, churches, schools and houses. In the communities a total of 5,800 homes have reinforced walls and foundations to withstand flooding. Planting trees has also been essential to increasing resilience as they protect the communities during heavy rains and retain water during droughts.

PHOTO: Gunvor E. Jakobsen/Norwegian Church Aid

3.1 CROSS-CUTTING AGENDAS

A rights-based approach (RBA), gender justice, and conflict sensitivity are among the commitments that inform NCA's programming. Highlights from strengthening NCA's systems to operationalise these commitments, and examples of progress in mainstreaming them in 2017 are presented below.

Gender Sensitivity, Women's Rights and Gender Equality

The new *NCA Gender Justice Policy*, with commitments to various standards, was approved in 2017 and a revised *ACT Alliance Gender Justice Policy* was adopted. Both policies commit to gender mainstreaming as an overall approach, and to applying gender analysis to increase gender equality. All ACT Alliance members are expected to adopt the policy principles within three years.

Applying gender sensitive methods is mandatory in all NCA programming. A follow up of a 2016 gender review of NCA's Operations Manual, was the development of the *NCA Gender Tool Box* with resources for gender audits, gender analyses, gender mainstreaming, and a new *NCA Gender Marker Tool* which assesses how gender is considered in project cycle management. The tool combines the mandatory standards outlined by ECHO, IASC and Sida. NCA develops staff and partner gender competency continuously, but more specific gender analysis training is requested and will be followed up on in 2018. Not all country

offices finalised the e-learning course in *IASC Gender Handbook* as planned.

The use of sex-disaggregated data in reporting has improved but conducting gender analyses and assessments in all the country programmes was an ambition for 2017 that was not met by all. Despite this, good progress towards more gender sensitive programming was seen in many countries. For example, NCA in **Angola** trained seven partners on gender sensitive programming, included gender considerations in its Resource Governance programme, conducted research on market barriers for rural women, and included a specific budget for a gender expert to follow up this work. In **Afghanistan**, following up a baseline study that identified the need to increase women's access to and control over resources, 66 dialogue sessions with male community members took place and specific indicators were developed for each thematic programme to ensure women's participation. Through community dialogues in the Economic Empowerment programme, almost 2,000 women are now engaged in new enterprises



Guli and her female neighbours celebrate after making a favourable agreement with their landlord that came about with the help of NCA's partner Baahn Bel in Mirpurkhas, Pakistan.

PHOTO: Håvard Bjelland/Norwegian Church Aid

and vocational skills training. Seven partners went through a gender audit resulting in new gender strategies, action plans and increased numbers of female staff. In 2017, specific targeting of men for gender equality and promoting positive masculinities was in focus in **Pakistan, Somalia, Ethiopia, Zambia, and in Malawi** where specific training on women's human rights took place for male church leaders.

Extensive two-week training on GBVIE Programme Implementation and Service Delivery which focused on adherence to international standards for working with GBV survivors in humanitarian settings, through programme development through enhanced service delivery for survivors. The training was provided for staff from **DRC, Mali, Burundi, North Iraq, Lebanon, South Sudan, Somalia, Myanmar and Ethiopia**, and was organised under the MFA funded Gender-Based Violence in Conflict and Post-Conflict Programme.

Conflict sensitivity

In 2017 NCA continued to follow up lessons about conflict sensitivity from the previous strategic period. Key to this was a focus on better integrating conflict sensitivity in the project cycle and developing and rolling out simple conflict sensitivity tools. NCA saw marked improvement in several country contexts in how they integrated conflict sensitivity in the project cycle, particularly in **Burundi, Afghanistan, Pakistan, Sudan, Mali and the Middle East**. For NCA's office in **Burundi** this has meant monitoring conflict sensitivity indicators alongside programme progress indicators. In 2017, this monitoring detected over 200 conflicts across the office's three programmes. Some conflicts were directly programme related, for example disputes over ownership of the land where WASH infrastructure was to be placed, or over failure to reimburse funds under the Economic Empowerment programme. Others were not directly programme related, but there was a risk of the programme unintentionally feeding into these conflicts. All conflicts were either managed by group leaders trained on conflict management, or referred to peace committees or local authorities for follow up.

Training partners in conflict analysis continued in 2017, and NCA is increasingly seeing the effect of this in the form of country offices reporting on conflicts over issues such as water resources in WASH programmes, in addition to the measures taken to address these conflicts. In **South Sudan**, communities participated in site identification for borehole drilling in a manner that ensured that areas selected were accessible to all communities. Water management committees served as platforms to address unintended conflicts around water points in

communities and in institutions. In locations where internally displaced persons (IDPs) dwell among host communities, NCA provided WASH facilities serving both the host and IDP communities to lower possible tension between the groups.

Anti-corruption

Anti-corruption work is always high on NCA's agenda, and in 2017, the focus was on staff training, financial audits, partner capacity development, and project monitoring. NCA's country offices in **Somalia and Mali** had a special focus on training NCA staff and partners in procurement, whilst in **Angola** developing partners' financial management systems, which is an essential tool to prevent and combat corruption, was prioritised. NCA identifies and mitigates corruption risk factors associated with different phases of the project/programme cycle. In response to this, financial monitoring routines and practices were adjusted in **Pakistan** to improve corruption risk detection. This identified areas for improvement for some partner organisations and in some cases financial irregularities were discovered. The principle of zero tolerance for corruption is communicated clearly to all NCA's stakeholders. In **Myanmar**, partners have developed anti-corruption policies and conducted anti-corruption workshops. The focus on NCA's alert system and complaint handling mechanisms continued, and regular financial monitoring visits took place as well as the occasional surprise spot check.

NCA has control and quality assurance systems in place to reduce both opportunities and justifications for corruption to acceptable risk levels. Certain situations however require the organisation to accept higher levels of opportunity and/or justification for corruption. This applies normally to situations where personal safety concerns dictate that project monitoring cannot take place. In some contexts, NCA also chooses to work with partners with weak financial management and quality assurance systems because they are imperative to meeting programme goals. Partnering with these types of organisations often entails an increased risk of corruption, which is mitigated through measures such as acting as the partners' financial and/or procurement unit. This is done in parallel with developing the partners' financial systems and staffs' capacity.

Environment and vulnerability to climate change

NCA systematically uses climate vulnerability assessments or Environmental Impact Assessments (EIA) in the Climate Resilience programme, with larger WASH infrastructural interventions assessments, and in contexts where such assessments are a

legal requirement. These assist NCA in designing programmes and interventions in a manner that mitigate risk. NCA also uses vulnerability assessments in country office emergency planning, allowing for the identification of the risk of natural disasters and to plan responses accordingly. In **Sudan**, the Darfur programme has supported partners and communities to complete a joint Hazard, Vulnerability and Capacity Analysis (HVCA) which serves as the basis for the development and implementation of activities to mitigate the effects of climate change. It has also led to the recruitment of a Natural Resource Manager for the programme. In **Pakistan**, NCA undertook an EIA as part of its WASH Programme. The results, combined with similar research on groundwater impact, were used to trigger households to move up the sanitation ladder, from potentially contaminating pit latrines to more contained toilets. More proactive inclusion of Disaster Risk Reduction components in programming has also been a positive effect of NCA's increased efforts to include climate change considerations in its programming.

Renewable energy has also received more attention in 2017. In **Burundi and Somalia**, a partnership was established with Bright Products as part of the Economic Empowerment programme to create access to affordable and reliable renewable energy solutions, which will contribute to improved livelihoods and local economic growth utilising solar energy. In **Guatemala**, communities were provided with renewable energy from micro-hydropower, including a new plant inaugurated in 2017.

NCA has contributed to reducing its carbon footprint not only through programming, but also by committing to procuring 100 percent renewable energy for its Head Office through Fjordkraft. NCA has also provided guidance to country offices in undertaking this commitment to renewable energy, and efforts are underway to explore this further, especially in countries that already have renewable energy initiatives.

Human rights, including the rights of disabled

NCA's programmes and results frameworks are based on a rights-based approach (RBA), which empowers men, women and youth to demand accountability from duty-bearers. NCA's theory of change places people in the centre of its interventions, as actors contributing to changes in their own life and the life of their community. NCA's programming includes stakeholder analysis, which allows NCA to identify the power dynamic between rights-holders and duty-bearers, and the extent to which each of them influences long-term changes in the realisation of rights of the most vulnerable. Many examples of how this approach has impacted on NCA's 2017 results have already been highlighted in chapter two of the report, and additional results related directly to people with disabilities are included below. These are linked to inclusive community consultation throughout the project cycle and using this information to tailor projects to meet the needs of the whole community, including those with disabilities.



Electricity from micro-hydropower in the village in Quiché, Guatemala.
PHOTO: Diego Silva/Norwegian Church Aid

In **Malawi**, health facilities have been equipped with ramps, and rails have been placed on sidewalls and in toilets and showers to ensure easy mobility and access for people with disabilities. In **Pakistan**, focus was on the needs of girls, elderly and disabled citizens to ensure WASH structures and services are disabled and age friendly. In **Somalia**, school infrastructure is accessible for all children including those with physical disabilities, and NCA has advocated for parents to enrol all their children in school without discrimination during community consultation meeting. In contexts with indigenous people, an important aspect of a RBA is to ensure the right to self-determination for indigenous people and women. This has been a focus in **Guatemala**.

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

UNSCR 1235 emphasises prevention of conflict and violence against women and girls, participation of women in peace and security decision-making process at local and national levels, protection of women and girls, and mainstreaming women and girls' specific needs in relief and recovery interventions. NCA works to mainstream UNSCR 1325 in all its country programmes, targeting those in conflict and post-conflict situations, participates in national 1325 coordination forums and contributes to developing and implementing national UNSCR 1325 action plans.

A 2017 example of the impact of this work is from **Afghanistan**, where because of women's limited participation and decision-making power in local peacebuilding structures, or peace *shuras*, two out of three of NCA's peacebuilding programme outcomes focus on the role of women. This commitment to promote women's inclusion in peace processes, and prevention and transformation of conflicts, aligns the programme with the goals of UNSCR 1325. It has also produced impressive results in the form of increased recognition, acceptance, impartiality and acknowledgement of the work of the district-level peace *shuras* in their communities (according to 78% of surveyed community members). More details of these results are presented in chapter 2.1. The Afghanistan programme also supported a petition campaigning for women's participation, which was presented to provincial governors. Consequently, the provincial governors and provincial peace committees acknowledged the limited participation of women in formal structures and promised to discuss increasing women's participation with authorities at the national level. This is an excellent example of local to provincial level advocacy and how structured targeting of women's access to decision-making forums can have impact beyond the local level.



Members of a peace shura in Faryab during development of an action plan to address conflict in their district..
PHOTO: Nimat Rawan/Norwegian Church Aid



Elizabeth Moomba from NCA/JCP's partner organisation in Zambia, Zambia Conference of Catholic Bishops, is using Magpi, a cloud-based digital data collection tool.
PHOTO: Bellah Zulu/Norwegian Church Aid

3.2 RESULTS MONITORING, EVALUATIONS AND LEARNING

Improving the efficiency of NCA's monitoring and evaluation (M&E) systems was in focus in 2017. More specifically, the digitalisation of data collection was prioritised, and placed under the management of a head office (HO) digitalisation project. The project was mandated to roll-out digital data collection across NCA's country offices to facilitate visualization via GPS data (and thereby enhance analysis), reduce errors in data collection, and reduce the time lag and distance between data collection and decision-makers. Other data collection initiatives, both digital and analogue, were implemented across the organisation, including the continued roll-out of indicator tracking cards. The ongoing development of M&E tools in NCA's Operations Manual was also prioritised, along with conducting reviews and evaluations across NCA's country programmes to ensure quality and continuous learning.

The digitalisation project trained a further 11 offices¹⁵ in digital data collection tools during the year. Offices in Burundi, Mali and Haiti had already started the process in 2016, and remaining offices (Afghanistan, Sudan and the Middle East regional office) were pushed back to 2018 due to challenges with security and/or government regulations. Humanitarian projects implemented in 2017 used digital tools for assessments and post distribution surveys, and all HO M&E advisors now have experience with digital data collection tools. Recognising that, regardless of the tools used, the output from collection tools will only be as good as the questions asked, training on survey development was included in every step of the roll out of digital tools. The training, delivered through participatory workshops with head office M&E advisors, included practice sessions on the tools, survey design, ethics, enumerator training, informed consent, code of conduct, database management, and information security.

¹⁵ Angola, DRC, Ethiopia, Kenya, Malawi, Mali, Pakistan, Somalia, South Sudan, Tanzania, and Zambia

Learnings from the digitalisation project were, and will continue to be, used to inform the ongoing development of NCA's M&E systems. For example, it was decided not to mandate one application for data collection, but rather encourage offices to see these as a toolbox. Applications such as Magpi, Kobo Collect or Epicollect5 have different qualities, and use will depend on needs as well as collaboration with other actors (Christian Aid, UNHCR etc.). In Mali and Burundi, pilots started in 2016 are now developed to cover the whole programme, and a preliminary review in late 2017 showed that reporting was quicker and based on better data than in previous years. Challenges during the roll-out included a substantial "barrier to entry" for time-pressured staff, as the tools take some time getting used to. If not used directly after training, there may be further delays as self-training and review may be necessary. In most cases, NCA's local partner organisations were invited to the training, however the capacity to implement the tools themselves varied substantially. In the current phase, most partners contribute as data collectors, but in the long run NCA's partners should be able to set up their own systems for digital data management. Technical challenges, particularly for SMS surveys, have delayed implementation by several months. In addition, the security situation in some countries, along with restrictions by authorities, have meant adjustments in the data collection roll out in countries such as Mali. Another significant challenge is the organisation of the data once collected. Currently, NCA does not have a project information management system, which means most data collected is silo-based and difficult to aggregate or learn from at organisational level. Development of specifications for such a system, as well as naming standards to serve at the base of a relational database, was started in 2017 and will be prioritised in 2018.

Other forms of data collection being piloted included SMS surveys in the education programme in Somalia to get real-time data on attendance and teacher training from schools. In Tanzania, digital data collection was used in the development of a performance management system for the "Veggie" project. Basic data and photos were collected with GPS smartphones by field staff, and once uploaded to the server were made available as dashboards and maps on a dedicated website where the project manager could review progress in real time. Individual "veggie beds" were identified using bar codes, which reduced the potential for errors compared to manually entering an ID number into a system. The project also used WhatsApp for communication and sharing. This means field agronomists can share photos with peers during

site visits, and the head agronomist can quickly ascertain what is causing a problem and propose a solution. Information is available simultaneously to all other field agronomists, who can then take corrective action in their own sites. In a country where travel time is counted in days, the ability to react instantaneously to avoid crop loss is an important success factor. An in-house project to develop sensors for monitoring of water quality and volume was also started in 2017 with seed funding from NCA's recently established innovation fund. It received further funding from Innovation Norway late 2017 and will be expanded in 2018 with pilots in Nigeria, Tanzania and Burundi. Finally, NCA has started a slight shift away from heavy information collection close to reporting deadlines (the classical "Baseline", "Mid-term" and "End"), towards more lean data collection focused on current performance and decision-making during the project. Roll out of "Indicator Tracking Cards", which started in 2016 and has been completed in 2017, has supported a move in this direction.

Further developments of M&E systems in 2018 will focus on a project information management system (PIMS); continued roll out of digital tools, including the development of standards for digital data collection; structured approaches to qualitative data; information security; and the upcoming EU data protection regulation (GDPR). NCA aims to be compliant with the International Aid Transparency Initiative (IATI) in the next few years, which will be integrated into the process of developing a PIMS. These initiatives will also be linked to NCA's organisational wide digitalisation process which will receive additional resources and focus in the coming year. Mid-term reviews planned for the second half of 2018, and work on a new programme plan for the 2019 Norad application, will also be prioritised in 2018.

As part of NCA's commitment to continuous learning and improvement, 13 evaluations and 6 reviews were commissioned during the year. Findings and recommendations from these, and those conducted in previous years, contributed to improved programming and operations in 2017. Whilst examples of this continuous learning have been documented in other sections of the report, especially chapter 2, a short case from NCA's programmes in **DRC** is presented in the box below. In addition to ongoing project and programme evaluations, global evaluations will be in focus in 2018, focusing on NCA's key methodologies and providing important inputs to NCA's new programme plan and application to Norad, both of which will be developed in 2018 and 2019.

EVALUATION FINDINGS STRENGTHEN ANTI-GBV PROGRAMMING IN DRC

Since 2013, NCA has worked in eastern DRC with the Panzi Foundation on their innovative Badilika (Change) Program¹⁶ to prevent violence against women. In late 2015, an evaluation of the programme found that despite ambitions to be an advocate for change across different levels of governance, it had focused on awareness raising at the individual level through mass social mobilisation. The evaluation recommended a two-pronged approach to address this: that Badilika keep on strengthening its approach towards community sensitisation through local grassroots organisations, but at the same time develop an advocacy strategy. During 2016, NCA worked alongside the Badilika Programme to do just that, and the strategy had already produced promising results in 2017. These included establishing and training community forums to advocate

government duty-bearers on gender equality, specifically on UNSCR 1325 and article 14 of the DRC constitution. This resulted in 10 written and several individual and collective verbal commitments by duty-bearers to implement laws addressing GBV and promoting women's participation in local governance. These commitments resulted in 22 women being appointed to local governance positions towards the end of 2017, including six as district chiefs in Kadutu Commune and 16 in other local government positions. One of the more immediate results of these appointments, was 39 young girls previously expelled from Catholic schools because of early pregnancies being readmitted.

3.3 ACCOUNTABILITY

NCA's commitment to quality and accountability was behind the 2017 audit of the organisation against Core Humanitarian Standards (CHS). Findings from the 2016 CHS self-assessment were confirmed during the audit, which highlighted CHS commitments three, four and five¹⁷ as the most pressing for improvement. Addressing standard five, development of contextualised Complaints Handling Mechanisms (CRM) at country offices and in humanitarian operations, was prioritised in 2017. It was an agenda item during Global Management Trainings (GMT) at the start of the year, ensuring those country offices without a system in place prioritised addressing this gap in 2017. Prior to the maintenance audit in early 2018, eight country offices had a system in place, compared to three in 2016. CRM will remain in focus in 2018, with the goal of 100% coverage by the end of the year.

Examples of other initiatives related to better aligning NCA's operations to CHS included developing in-house capacity about the standard itself, with three NCA head office (HO) staff attending CHS ToT trainings. This is key given CHS was new to NCA, replacing the former HAP certification. NCA's Operations Manual was revised to include a separate chapter on partnerships, and data security was placed on the agenda, especially in preparation for EU's General Data Protection Regulation coming into effect. External legal experts developed key HO staff understanding of the regulation, particularly senior management and digital system administrators, whilst data protection was included in all digital data collection trainings. An inhouse review of NCA's WASH framework agreement's adherence to commitment three, not only delivered interesting findings, but built in-house competency on CHS.

¹⁶ <http://www.panzifoundation.org/education-and-advocacy/>

¹⁷ Standard 3 = Humanitarian response strengthens local capacities and avoids negative effects; Standard 4 = Humanitarian response is based on communication, participation and feedback; and Standard 5 = Complaints are welcomed and addressed.

4. PARTNERSHIPS FOR CHANGE



793,000
people reached with
hygiene promotion
activities

Iradakunda Marylise washes her hands from the new water tap at the school Bushaza in Kirundo, Burundi.
PHOTO: Gunvor E. Jakobsen/Norwegian Church Aid

4.1 CAPACITY DEVELOPMENT

The roll-out of NCA's partnership assessment tool in 2016 ensures NCA's country offices systematically implemented capacity development plans for selected partners in 2017. To secure a common approach, head office (HO) based advisors on areas ranging from thematic programmes, to advocacy and finance, played key roles in the capacity development of these partners in 2017, in addition to NCA's country office staff.

Financial management remains a high priority in capacity development of local partners. NCA has provided training and software, and supported the development of administrative manuals. As many partners experience high turnover, both ongoing training and supporting the development of partners' operation capacity is essential. Another priority is strengthening local partners' funding diversification. NCA has provided training in developing proposals and fundraising plans, and several partners are now actively pursuing opportunities and securing new funds.

Advocacy is also an important area for capacity development given NCA's commitment to the rights-

based approach (RBA). Partners who developed advocacy strategies in 2016, have been trained to strengthen their advocacy capacities in 2017. One example is **Afghanistan**, where partners with limited knowledge of targeted advocacy, are now showing engagement, with five partners including advocacy as a focus for future initiatives. Partners in **Burundi** are now applying conflict sensitive advocacy in all their programmes, after receiving conflict sensitivity training and support by NCA.

NCA has also strengthened internal governance structures, through close accompaniment, training and coaching of partners. As a result, partners in **Afghanistan** have improved their organisational statutes and segregation of duties between board and executive directors, and in some cases developed strategic plans which ensure programme direction is determined by need and organisational capacity. Other types of capacity development prioritised in 2017 included safety and security; digital data collection, as part of a broader digitalisation project; M&E, and Core Humanitarian Standard (CHS), including complaints handling mechanisms.



Staff and partners with their new tablet trained in digital data collection in Zambia.
PHOTO: Bellah Zulu/Norwegian Church Aid

4.2 VIBRANT CIVIL SOCIETY

NCA supports partners to open political space for civic engagement in governance at all levels of society, and to use existing room to hold governments accountable to constituencies. An organisational commitment to RBA ensures this is incorporated into all NCA's programmes. NCA also enjoys good cooperation with the host governments, which enables it to continue working even in countries with shrinking space for civil society, as in **Pakistan**. Selected results from strengthening and mobilising civil society through global programmes are already documented in chapter 2, with additional results presented below.

In **DRC**, thousands of men and women participated in Tamar circles¹⁸ established by religious leaders and other male role models trained in how to apply contextual Bible or Quran study manuals to promote positive masculinities and behaviour change. As a result, 128 community action plans were established as a tool for advocating for GBV legal frameworks, disseminating messages, and sensitising men.

In **Ethiopia** NCA supported the Inter Religious Council of Ethiopia (IRCE), an umbrella of seven faith-based organisations (FBOs). NCA played a key role in compiling and publishing results of their work and accompanying IRCE at major events. Through this, IRCE was recognised as instrumental in the FBO contribution towards the national goal of ending child marriage and female genital mutilation (FGM).

In **Mali** NCA has continued to support REJADH, a network of young African human rights activists. REJADH has organised many events on advocacy

and social change, specifically focusing on GBV and promotion of women's and children's rights.

In **Zambia**, as a result of joint monitoring and accompaniment by the NCA/DCA/Christian Aid (CA)-joint country programme, local partners established a provincial coordination platform. This was the first ever initiative aimed at coordinating public policy advocacy actions. The platform gave rights-holders a voice to constructively engage duty-bearers on issues such as GBV and resource governance.

Supported by NCA, men and women from mining communities in **Angola** had a rare opportunity to participate in a national advocacy initiative to share experiences, also with organisations and authorities based in the capital.

In **Malawi**, NCA was elected secretariat for coordinating the Natural Resources Justice Network. NCA also supported a successful public debate on the role of faith leaders in the fight against human trafficking.



Inter Religious Council of Ethiopia commits to stop child marriages and FGM by 2025.

PHOTO: Hilina Abebe/Norwegian Church Aid

4.3 ACT COORDINATION AND ALIGNMENT

Action by Churches Together (ACT)'s national forums are platforms comprising ACT Alliance members and observers engaged in a particular country. The objective is to increase effectiveness and impact through improved coordination. NCA is actively participating in, and supporting the development of, these forums in all countries NCA has a presence.

In 2017, national forums in **Ethiopia**, **Tanzania** and **Zambia** were revitalised, with strong support from NCA. In **Tanzania**, ACT forum members identified

new areas for cooperation and joint action. This included leading an FBO initiative for Agenda 2030 and the SDGs, and launching a Tanzanian chapter of the faith network for gender justice "Side by Side". In **Burundi**, NCA has chaired the ACT Forum for two years. It has increased ACT visibility and better positioned members to apply for institutional funding as consortiums. NCA **Malawi** was instrumental in developing an ACT emergency preparedness and response plan and in making the ACT WASH working group operational. NCA contributed to joint

¹⁸ Study circles using study manual from the Tamar campaign (launched 2005), which seeks to acknowledge the existence of Gender-based Violence in African society with particular focus on sexual and domestic violence and to challenge churches and religious institutions to address the crisis. The campaign stands as a proactive voice empowering the Church to break the chains of silence surrounding Gender-Based Violence. The study manual includes an Islamic version.

advocacy on issues of climate, emergency response and resource mobilisation. Within ACT **Palestine** Forum, DanChurchAid/NCA leads capacity building having identified six priority areas for 2016-2018. The ACT **Somalia** Forum fostered new ideas for resource mobilisation through the emergency response ACT Appeal, and three ACT agencies did a joint needs assessment. Through NCA's commitment to coordinated humanitarian interventions in **South Sudan**, NCA invested in keeping strong networks and collaboration with ACT and Caritas members. Together with eight ACT members, NCA launched an ACT appeal for a consortium response to the 2017 famine.

Joint country offices and programmes established by NCA and other ACT agencies in **Palestine**, **Myanmar**, **Zambia**, **Haiti** and **Guatemala** are increasingly becoming more robust and relevant as new models of representation. In **Guatemala**, NCA and five ACT

agencies inaugurated a joint office and programme team in 2017, gradually merging programmes and operations. Joint programming provides partners with predictable and sustainable funding and better accompaniment in terms of capacity development, and access to global networks and arenas. Quality is also boosted, as agencies and partners pool expertise and establish partnerships. In **Zambia** the merger between three ACT agencies and the model of working is quite unique and showing great programmatic effectiveness. In **Myanmar**, NCA has contributed with expertise and partners experienced in GBV programming, and in **Palestine** NCA has strengthened cooperation with key religious actors. Through a global process, NCA and eight other ACT agencies agreed on common minimum requirements for local partner project proposals, agreements and reports. These templates will be piloted in selected countries in 2018.

4.4 GLOBAL PARTNERSHIPS AND NETWORKS

In 2017 NCA made gains towards establishing new partnerships and contributed to highlighting the potential of faith-based actors at key international arenas.

NCA was instrumental in positioning ACT Alliance to present a statement about gender equality at UNFPA's International Conference on Population and Development (IPCD), which contributed to ACT and UNFPA signing a global MOU in 2017. Further, ACT Alliance signed a letter of intent with UN Women, which for NCA has fostered a closer relation with the UN agency in programme countries, **Guatemala** for example. The DCA/NCA joint **Palestine** office has engaged in the ACT EU Middle East working group, whilst NCA's HO seconded a staff member to ACT's HO in Geneva to develop ACT Alliance's strategy on religion and development. The aim of the strategy is to reinforce religious actors as key change agents in an increasingly secularised and polarised aid debate.

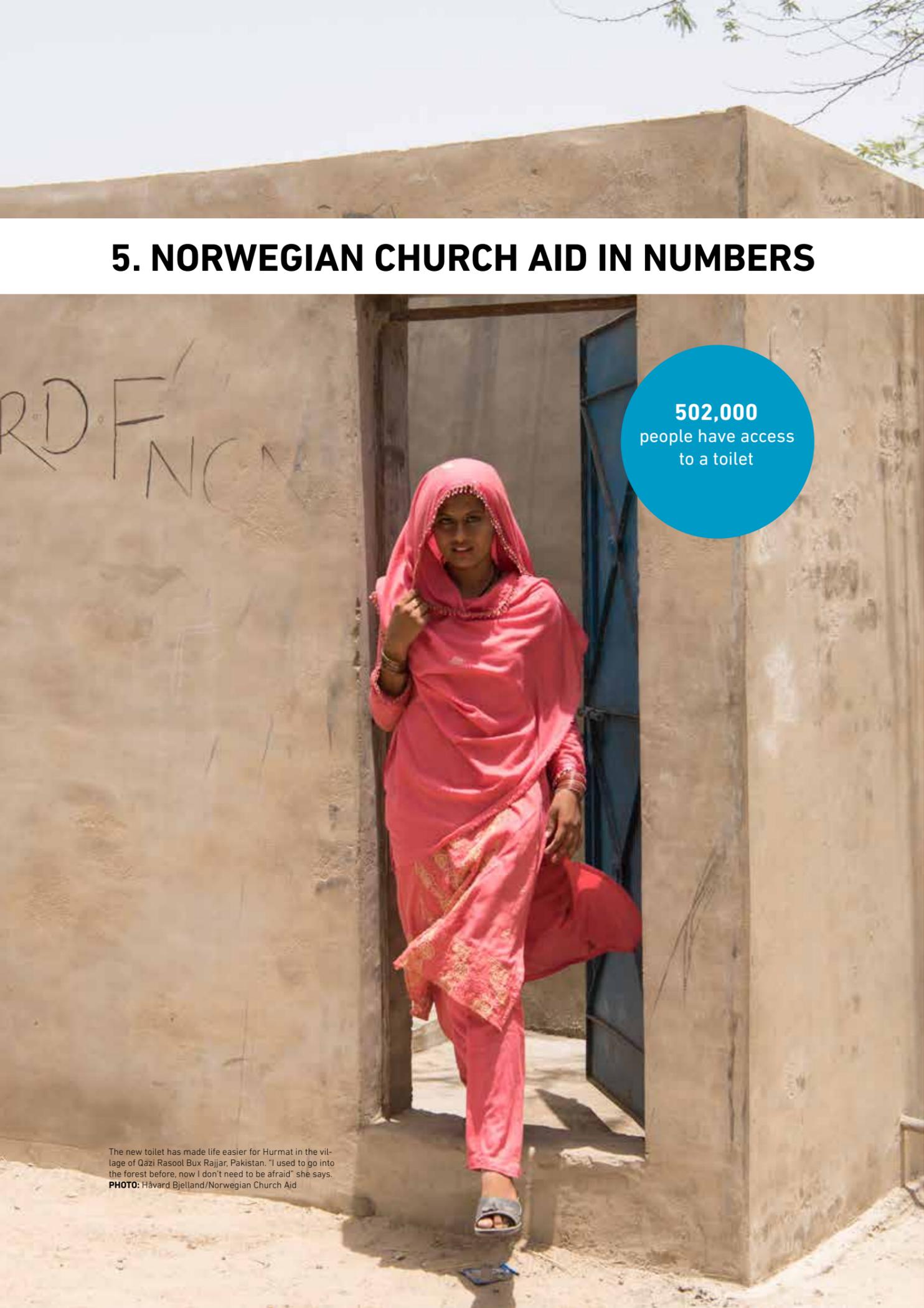
NCA has further harmonised and coordinated its global advocacy work related to the United Nations Framework Convention on Climate Change (UNFCCC) negotiations with other ACT members, particularly on the issue of climate finance. Joint reports, statements and other input to the ongoing political debate led to concrete changes in Norway's official position and reporting models on climate financing.

NCA became a member of the International Council of Voluntary Agencies (ICVA) in 2016, and in 2017 NCA staff has followed ICVA hosted Grand Bargain work streams. NCA has also been active advocate for the localisation agenda through the ACT Alliance.

In 2017 NCA strengthened its partnership with USAID Office for Disaster Response (OFDA) through being consortium lead of the Field Support Team of the Global WASH Cluster. In 2017 NCA strengthened its partnerships with USAID Office for Disaster Response (OFDA) through being consortium lead of the Field Support Team of the Global WASH Cluster. A process for a global partnership with the United Nations High Commission for Refugees (UNHCR) was also initiated in 2017. Locally, NCA country offices have participated in national cluster coordination mechanisms, including leading specific sub-clusters under WASH.

NCA is welcoming strategic cooperation with the private sector in tsprogrammes. A new partnership entered in 2017 was with solar energy company Bright Products. The programme is part of NCA's Economic Empowerment programme in **Somalia** and **Burundi** and funded by Innovation Norway's Vision 2030. To further innovation, NCA is leading the Humanitarian Innovation Platform in Norway, a consortium of four Norwegian NGOs established in 2017, also funded by Innovation Norway.

5. NORWEGIAN CHURCH AID IN NUMBERS



502,000
people have access
to a toilet

The new toilet has made life easier for Hurmat in the village of Qazi Rasool Bux Rajjar, Pakistan. "I used to go into the forest before, now I don't need to be afraid" she says.
PHOTO: Håvard Bjelland/Norwegian Church Aid

5.1 VALUE FOR MONEY - COST EFFICIENCY

In 2017, NCA continued its focus on utilising funds and resources more efficiently whilst maintaining quality in country programmes. This was guided by a set of key performance indicators (KPIs) institutionalised in 2016. Cost efficiency was again on the agenda of all four of NCA's regional senior management team meetings – an annual strategic forum for senior management from NCA's head office (HO) and country offices (CO). Progress against the KPIs in 2017 is presented below and is considered mostly on-track.

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

In 2017, only one of NCA's country offices had more than 15 core partners. The plan in 2018 is that no country office will have more than 15 core partners.

- **No projects with budgets under NOK 250.000**

Only six Norad funded projects were below this threshold in 2017 compared to 19 in 2016. The plan is to reduce this to zero in 2018 for Norad funded projects.

- **Maximum of four finance staff per CO**

Most of NCA's COs have achieved this.

- **No more than 30% of a CO's Norad general grant can be used to finance the CO budget**

All but two of NCA's COs have achieved this. The plan is to reduce this to zero in 2018.

- **Increased amount of Norad general funding transferred to partners**

In 2017, NCA budgeted for 45% of Norad general funds to be transferred to partners compared to 39% in 2016. Actuals show a significant increase from budgeted amounts in both years, with 54% transferred in 2017 and 45% in 2016. The budgeted amount for 2018 has again increased to 54%.

Reducing office running costs

The COs maintained a focus on reducing office expenses throughout the year. Initiatives included reducing office rent either by sharing offices with other organisations, negotiating new agreements, or moving to new premises; reducing vehicle fleet; better planning of monitoring trips; and improving procurement processes. Some COs have reviewed salary scales and reduced staff numbers. An assessment of NCA's country offices was planned for 2017 but was postponed to 2018.

Innovation

To ensure the organisation capitalises on opportunities to improve the efficiency and quality of its operations and programming, innovation was one of NCA's three organisational goals in 2017. Digitalisation of data collection and systems for project management was in focus, as already described in chapter three. A chief digital officer was recruited to further accelerate digitalisation processes and develop an organisation-wide digitalisation strategy. NCA also decided to join Nethope, a consortium of 56 international non-

profits who together with technology partners develop and improve digital solutions for the humanitarian sector. The Innovation Norway funded Humanitarian Innovation Platform (HIP), in which NCA works together with NRC, Norwegian Red Cross and Save the Children Norway, stimulated innovative processes and thinking across member organisations. A *State of Innovation* audit report was produced for each HIP member. For NCA, the report identified an organisational culture that is conducive to innovation, with high levels of engagement and motivation amongst both employees and top management. The report also highlighted the lack of structured processes and large-scale funding for innovation as key areas for improvement. An innovation adviser position was created at the end of the year to ensure NCA delivers on meeting these gaps. A new system developed by NCA for real-time reporting of water consumption and quality at water sources in remote sites also received support from Innovation Norway, after implementing a pilot phase funded by NCA's new internal innovation fund.

5.2 INCOMING RESOURCES

NCA's total turnover in 2017 was approx. NOK 954 million, an increase of almost 10% compared to 2016 figures. This was a result of higher income figures across the board, with an almost 14% increase in international institutional funding grants, and an 8.5% increase from Norwegian Government funding channels. Funding from private donors increased by approx. 7%.

An action plan was developed for the organisation's financial architecture, and goals related to increased support from international institutional donors were met. This meant 18.4% of NCA's 2017 turnover was from non-Norwegian grants, against a target of 18.6%; or in absolute terms NOK 175 million*, up from NOK 154 million in 2016. These positive developments, both in terms of turnover and funding diversification, are due to increased resources dedicated to securing institutional funding, and the expansion of the humanitarian programme, including a stronger focus on gender-based violence in emergencies (GBViE).

Key achievements in securing a broader institutional donor portfolio include a new partnership with

USAID's Office of U.S. Foreign Disaster Assistance (OFDA), positioning NCA to secure USAID funding opportunities, including from OFDA and the Bureau of Population, Refugees, and Migration (BPRM). NCA also supported several country offices in conducting needs assessments, which culminated in applications to the European Commission's Civil Protection and Humanitarian Aid Operations Department (ECHO) and securing a second ECHO grant for Pakistan. ECHO was also very positive to an NCA led application for a response to the Rohingya crisis in Myanmar. Several multi-country applications submitted to international donors in 2017 were received very positively. A large application to UK Aid, focused on girls' education in Afghanistan and Somalia, made it to the final round. Similarly, NCA participated in two highly competitive global EuropeAid calls, one on women and sustainable energy (four countries) and the other for NCA's Eastern Africa regional peace programme, both of which were shortlisted for the final round. Feedback from donors has helped NCA to strengthen its financial planning, with long-

14,500
women and men
have completed
vocational education
or apprenticeships



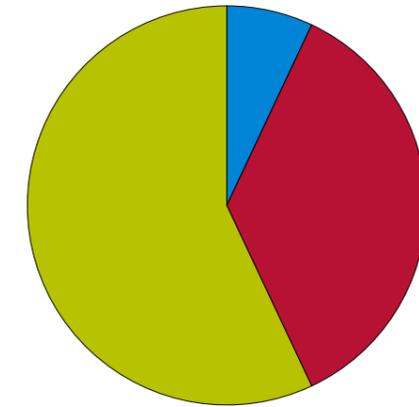
NCA supports vocational training of former child soldiers, survivors of sexual violence and marginalised groups in DRC. Safi Rutaba (19) receives carpentry training. PHOTO: Håvard Bjelland/Norwegian Church Aid

term plans for capacity building of country offices. As NCA's humanitarian programme responded to several crises in Africa and Asia, there is increasing interest from UN agencies to collaborate with NCA. UNICEF's head-office WASH team visited NCA in 2017, and there was positive discussion about a global agreement with UNICEF. The ramifications of these achievements are expected to span beyond 2017 and to further bolster NCA's funding situation in the coming years.

The 8.5% increase in funding from the Norwegian Government was mainly due to two new regional grants for programmes in Afghanistan and Sudan under NCA's cooperation agreement with Norad. 2017 also saw an increase in the volume of NCA's partnership with the Norwegian Ministry of Foreign Affairs, which is based on two multi-year framework agreements for WASH and GBV.

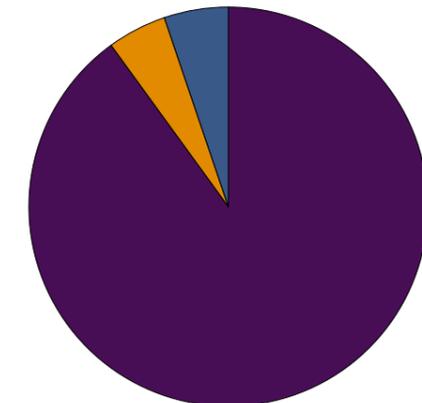
Increased funding from private donors was mainly due to NCA's annual Lenten campaign, which mobilised 30.000 people across Norway to join 1,125 congregations in collecting NOK 36.5 million for NCA's international work. This was the second-best result in the 50-year history of the campaign. The annual Christmas campaign 'A Child is Born' raised NOK 26 million. The Christmas concert is central to the campaign and was broadcast on national TV for the first time, expanding NCA's base of monthly private donors by an additional 1,600.

HOW WE WORK



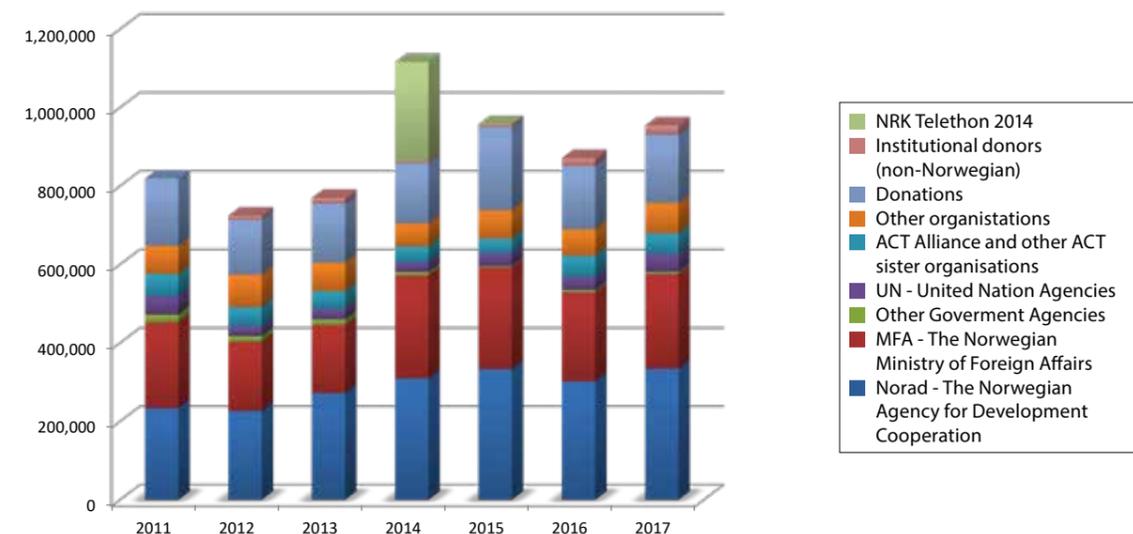
7 % Advocacy for global justice
36 % Humanitarian assistance
57 % Long-term development

HOW WE USE THE FUNDS



90 % For the purpose
4,8 % Fundraising
5,2 % Administration

INCOMING RESOURCES



NRK Telethon 2014
Institutional donors (non-Norwegian)
Donations
Other organisations
ACT Alliance and other ACT sister organisations
UN - United Nation Agencies
Other Government Agencies
MFA - The Norwegian Ministry of Foreign Affairs
Norad - The Norwegian Agency for Development Cooperation



ANNEXES



Gaza, Palestine.
PHOTO: Håvard Bjelland/Norwegian Church Aid

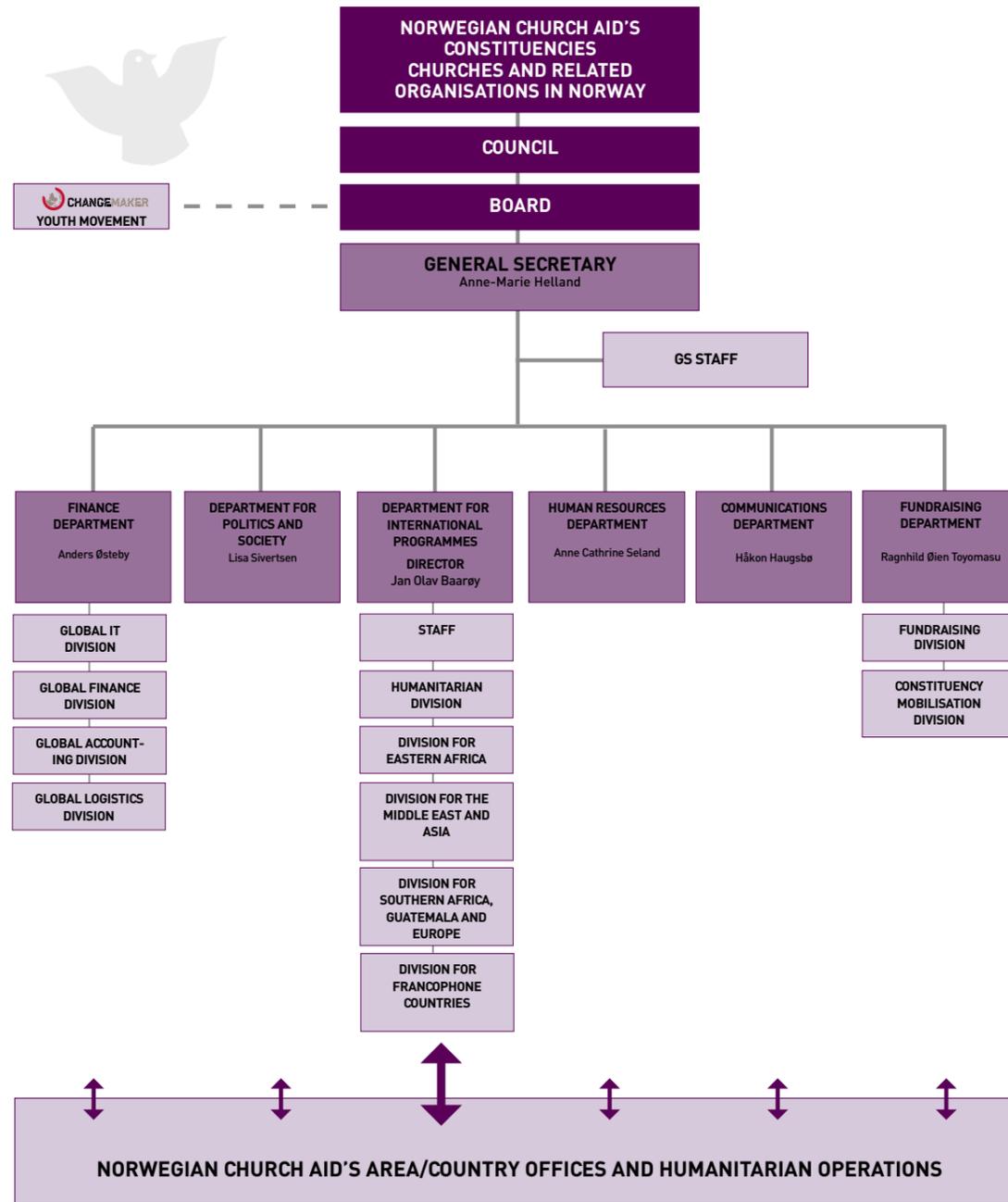
2017 EVALUATIONS AND REVIEWS

COUNTRY	TITLE	INTERNAL/ EXTERNAL
Evaluations		
Afghanistan	Mid-term Evaluation - <i>Promoting Youth Leadership and a Culture of Peace through Sports and Games Project</i>	External
Pakistan	Evaluation - <i>Sustainable WASH Assistance to the 2010 Flood Affected Communities in Naushahro Feroze, Sindh Project</i>	External
Pakistan	Evaluation - <i>Norwegian Church Aid's Project on Just and Sustainable Peace in Pakistan</i>	External
Somalia	Multi-programme evaluation - <i>NCA's programmes funded by the Norwegian Government during the period 2011-2016</i>	External
Angola	Evaluation - <i>Institutional Support to Human Rights Civil Society Actors</i>	External
Burundi	Evaluation - <i>NCA Burundi WASH Project Funded by UNICEF</i>	Internal
Burundi	Final Report - <i>Gender Analysis of NCA Burundi's Economic Empowerment and Climate Resilience Programmes</i>	External evaluation
Burundi	Evaluation - <i>NCA Burundi Emergency WASH project funded by MFA</i>	External evaluation
Mali	Evaluation - <i>NCA Mali WASH Humanitarian Project</i>	External
Mali	Evaluation - <i>NCA Mali Peace Building Programme</i>	External
Malawi	End of project evaluation - <i>Gender Justice Programme (2014-2016)</i>	External
Malawi	Evaluation - <i>Transparency, Accountability and Responsiveness in Mining Governance Project</i>	External
Pakistan	Evaluation - <i>An Innovative Model for Strengthening Community Based Measures to Curb Violence Against Women and Girls (VAWG) in Mansehra, Nawabshah and Mirpurkhas districts, Pakistan Programme</i>	Internal
Reviews		
Afghanistan	Midterm Review - <i>Building Resilient Communities for Sustainable Development and Peace 2016 - 2018 (Phase 2)</i>	External
Haiti	Review - <i>Theory of Change of the Binational Programme</i>	External review
Tanzania	Internal Review - <i>Economic Empowerment Pilots in Tanzania 2015 - 2017</i>	Internal review
Angola	Review - <i>NCA Angola's Climate Resilience Programme</i>	External Systematization Exercise
DRC	Mid-Term Review - <i>NCA DRC Programme to End Gender Based Violence</i>	External
Mali	Assessment and analysis - <i>The level of progress after 30 months towards the achievement of the objectives and expected results of the Debbo Alafia (DA) program (GBV/RH) in (Timbuktu, Gao, Menaka)</i>	External

TOTAL EXPENDITURE 2017

Country	Peacebuilding	Gender-based Violence	Reproductive Health	Economic Empowerment		Climate Resilience	WASH	Resource Governance	Country Specific	Multi programme	Grand Total
Afghanistan	11,887,012			13,143,829			23,307,138		1,063,119		49,401,098
Angola				7,401,661		7,471,490	11,093,665	10,907,304	4,920,067		41,794,186
Bangladesh		177,927					972,155				1,150,082
Brazil				220,004		55,590		77,376			352,970
Burundi		740,669		5,428,886		4,489,415	8,366,468		82,270		19,107,710
Cameroon							1,539,295				1,539,295
Democratic Republic of the Congo	3,958,885	15,666,312	171,769	2,094,304			16,193,919	502,737			38,587,926
Dominican Republic				500,000					819,000		1,319,000
Eritrea	52,026								150,000		202,026
Ethiopia		6,301,557	11,188,529			10,856,523	30,355,571		932,269		59,634,449
Global	2,989,626	6,713,732	377,665	3,530,948		3,441,363	18,215,552	1,486,276	398,580	30,662,427	67,816,168
Greece							2,119,248				2,119,248
Guatemala		2,363,591		742,134		2,682,102					5,787,826
Haiti	189,168	668,323		5,787,861		1,491,428	13,420,497				21,557,278
Iraq	1,171,166	2,135,737					33,033,307		2,240,032		38,580,242
Kenya		8,462		4,750		3,007	267		33,293		49,778
Laos		400,000		200,000					400,000		1,000,000
Lebanon	1,935,370	4,194,341					10,101,355		94,551		16,325,617
Malawi		5,962,291	26,438,094	2,127,162		155,652	1,989,444	1,110,660	-44,060		37,739,243
Mali	23,925,243	22,278,837					9,978,075				56,182,154
Myanmar		4,224,343				1,150	1,983,451	2,407,980	1,904,753		10,521,676
Nepal							161,986				161,986
Niger							1,180,233				1,180,233
Nigeria		1,742,318					4,534,489		216,499		6,493,306
Norway	4,261,840	2,139,503		4,138,088		1,311,578	6,329,455	624,139	664,160	11,025,821	30,494,584
Pakistan	7,766,932	9,117,532				96,738	13,143,007				30,124,210
Palestine	7,030,087		2,327,846	4,240,705					921,294		14,519,933
Philippines						48,494	1,809,148				1,857,642
Regional South Asia									554,598		554,598
Regional Eastern Africa	4,530,782	1,159,711									5,690,493
Regional Europe		270,261	65,022	40,684							375,967
Regional Southern Africa		698,200				623,606		6,499,876			7,821,681
Romania	64,988		56,868	357,191			148,118		1,186,241		1,813,405
Serbia							1,170,669				1,170,669
Somalia	532,676	15,206,603		18,918,317			25,033,489		10,985,799		70,676,885
South Sudan	25,726,688		6,130,714				23,675,251		8,761,076		64,293,730
Sudan (Darfur region)	5,320		3,196,662	2,817,677		7,234	8,888,049		11,113,281		26,028,223
Sudan (excl. Darfur)			3,920,407	3,264,907			5,955,354				13,140,669
Syria	1,632,593	281,249					48,023,089		6,912,508		56,849,439
Tanzania				12,072,824			3,743,851	8,251,241	15,735,741		39,803,657
Vietnam			223,694			3,488,626					3,712,320
Western Sahara									4,674,698		4,674,698
Zambia		6,579,601	277,128	6,890,386		1,006,372	751,995	7,307,624	1,854,942		24,668,048
Grand Total	97,660,404	109,031,098	54,374,398	93,922,320		37,230,368	327,217,590	39,175,214	76,574,711	41,688,248	876,874,349

NORWEGIAN CHURCH AID'S ORGANISATION CHART AS OF 31.12.2017





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SAVE LIVES AND SEEK JUSTICE

Norwegian Church Aid works to save lives and seek justice. Our support is provided unconditionally with no intention of influencing anyone's religious affiliation.

Norwegian Church Aid is a member of the ACT Alliance, one of the world's largest humanitarian coalitions. Together, we work throughout the world to create positive and sustainable change.

To save lives and seek justice is, for us, faith in action.

CONNECT WITH OUR WORK!

You can find us on the following platforms. See glimpses from our work, follow our projects and campaigns, and join the conversation!



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