



**NORWEGIAN CHURCH AID**  
actalliance

# RESULTS 2018



# WHERE WE WORK

MAP AS PER DECEMBER 31<sup>ST</sup> 2018

Focus countries

Strategic project support

Humanitarian response

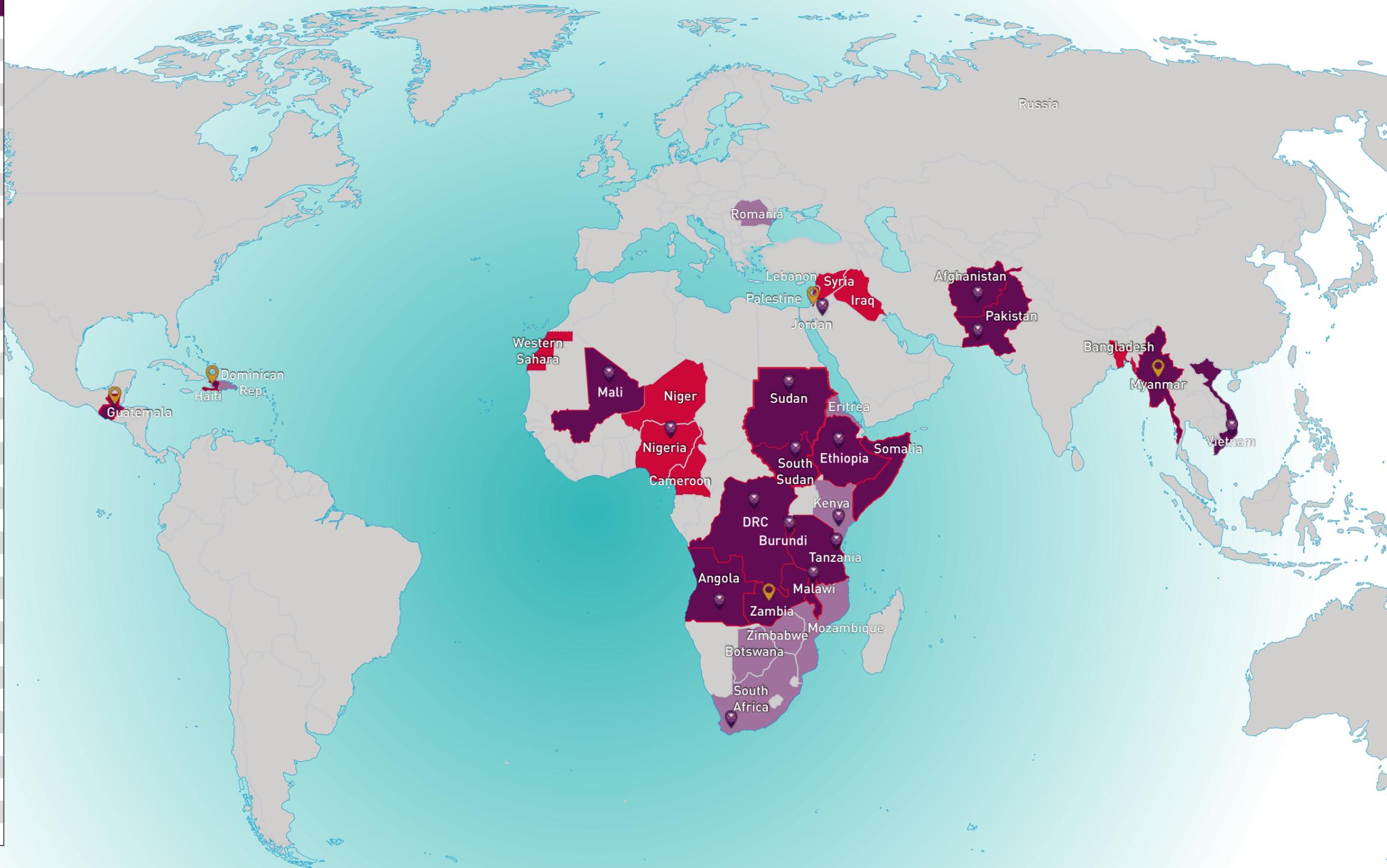
Focus countries implementing humanitarian responses

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

COUNTRY	GRAND TOTAL
Afghanistan	54 309 533
Angola	48 386 417
Bangladesh	18 095 858
Brazil	202 400
Burundi	9 052 135
Cameroon	569 463
Democratic Republic of the Congo	46 699 892
Dominican Republic	375 901
Eritrea	572 410
Ethiopia	61 772 595
Global	89 069 278
Guatemala	4 958 640
Haiti	12 674 489
Iraq	37 950 280
Laos	597 000
Lebanon	21 816 678
Malawi	42 037 660
Mali	51 505 557
Myanmar	7 500 227
Niger	5 760 314
Nigeria	16 954 016
Pakistan	21 527 833
Palestine	20 304 093
Regional Eastern Africa	6 399 403
Regional Europe	338 716
Regional Southern Africa	7 528 201
Romania	2 353 515
Serbia	419 719
Somalia	53 782 713
South Sudan	75 549 956
Sudan (Darfur region)	36 091 334
Sudan (excl. Darfur)	13 301 096
Syria	35 826 879
Tanzania	37 876 940
Vietnam	2 793 181
Western Sahara	3 149 743
Zambia	24 696 511



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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

# OUTLOOK

As Norwegian Church Aid's new General Secretary as of April 2019, I cannot take credit for all the results NCA and our partners have achieved in 2018. Yet, I feel proud and humble to represent an organisation that is able to adapt and adjust in a rapidly changing world.

Our long-term development work resulted in long-lasting change for people in over 30 countries. Together with our partners in the ACT Alliance, we have contributed to economic empowerment of women, more climate resilient agricultural solutions and we have supported survivors of gender-based violence in their recovery.

Water, sanitation and hygiene (WASH) continues to be the flagship of NCA's portfolio, both in our humanitarian and our long-term work. Through our WASH interventions, more than 1.5 million people received clean and safe water. More than 214,000 million people received access to a safe toilet, and over 500,000 million people received hygiene training from NCA or our partners.

Working with faith-based actors is a central tenet of NCA's partner-based approach. Throughout our work, we see how these partners are change agents in their local communities, such as through discussing gender-based violence or bringing different communities together in inter-faith dialogue. In a world where inter-religious tensions are given much focus, it is encouraging to see the positive force of our faith-based and inter-faith approach to development.

Alongside our long-term development efforts, NCA has worked in several of the world's most severe humanitarian crises. From 2016-2018, NCA reached 5.4 million people through our humanitarian response, an average of 1.8 million people each year. NCA

delivered life-saving emergency assistance to people in crises caused by both conflict and climate change. Some of the most severe humanitarian challenges the world is facing now are linked to climate change, such as the drought in Eastern Africa. The consequences of climate change have become even more apparent, and in our work, we clearly see how the poorest people are those most severely affected by these consequences.

Many development trends have moved in the right direction during the past few decades. There are fewer people living in extreme poverty, and more people than ever have access to health services and education. Still, there is a need to ensure that these positive trends continue. The three global crises which need immediate attention are: a climate crisis, to which the world has responded slowly and inadequately; an inequality crisis, with increasing gaps between and within countries; and a political crisis, where human rights, civil society and international cooperation is under pressure. As an NGO navigating between these crises, NCA must constantly work to find the right solutions and methods to meet the challenges we see ahead of us in our constant efforts to reach our strategic goals: To save lives and seek justice.

**Dagfinn Høybråten**  
General Secretary  
Norwegian Church Aid



# THIS IS NORWEGIAN CHURCH AID

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

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

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

NCA's humanitarian response is carried out in close cooperation with members of the ACT Alliance and other humanitarian agencies. This enables a multi-sectoral comprehensive response. We contribute

with programme expertise in water, sanitation and hygiene, and assisting survivors of gender-based violence.

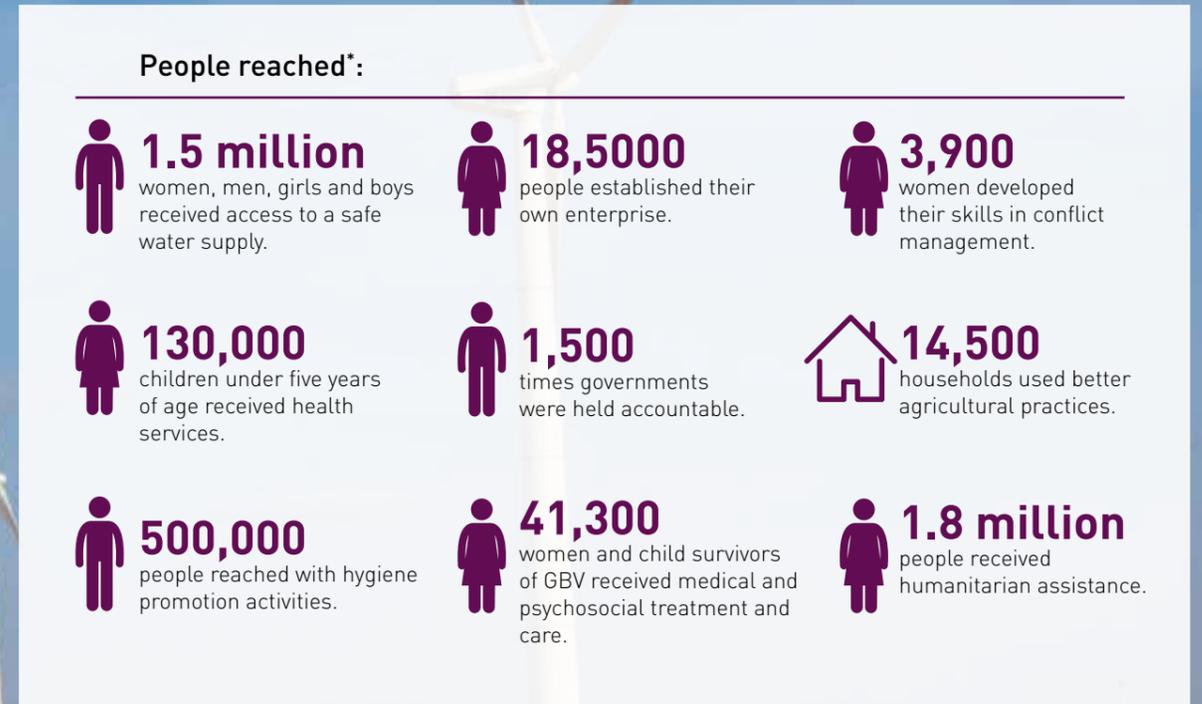
We also implement programmes through civil society organisations that promote human rights and deliver crucial services to marginalised groups. We develop the capacity of these organisations through programme implementation and targeted capacity development initiatives. This partnership approach ensures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

In looking back at NCA's experience in 2018, key lessons learned were identified from the implementation of our global strategy, Faith in Action. The strategy defines humanitarian efforts and partnerships with religious actors as fundamental pillars of our two long-term goals: to save lives and to seek justice. Together they define our work towards a more just world. Through our programmes, we translate these long-term goals into action. The goals build on our distinctive identity and reflect our efforts to spur change, both locally and globally. Our faith-based partners have a particular responsibility and potential to contribute towards achieving these goals. A selection of results and lessons learned are presented in the chapters below.



Safe water from water pumps in Somalia.  
Photo: Håvard Bjelland / Norwegian Church Aid

Wind and solar power plants in Garowe, Puntland in Somalia. Former pirates have been trained as electricians, and are now working at the plant. Photo: Håvard Bjelland / Norwegian Church Aid



\* 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.



Survivors after IS captivity work with their trauma, Iraq.  
PHOTO: Håvard Bjelland / Norwegian Church Aid

# NORWEGIAN CHURCH AID'S GLOBAL PROGRAMMES

## Effecting change locally and globally

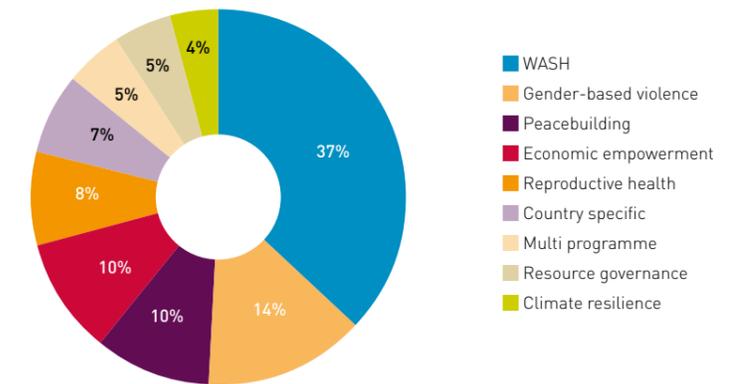
NCA has two long-term goals: To save lives and seek justice. These goals build on NCA's distinctive identity and reflect efforts to effect change, both locally and globally. The organisation's main focus is on human-

itarian responses to crises and fighting for justice through its work with religious actors. Faith-based actors have a particular responsibility and potential to contribute towards these long-term goals.

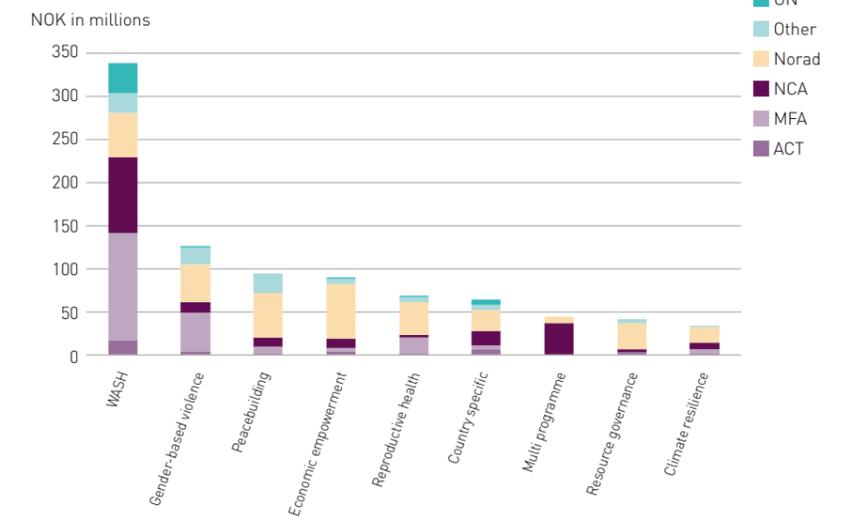
### Global programmes:



### Expenditure per global programme:



### Donor distribution per global programme:



# PEACEBUILDING



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

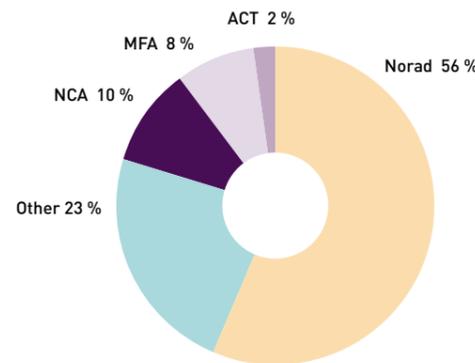
In 2018, NCA-supported peace structures addressed 383 conflicts related to issues like land, water, gender-based violence and religion. Underlying this success was the trust and respect earned by members of peace structures, rapidly addressing conflicts and thus preventing escalation, and building on local traditions for conflict transformation. A key to local peace structures' success is their inclusiveness (in terms of gender, age, ethnicity, religion) and availability in contexts characterised by weak formal justice systems. For example, in **Afghanistan**, 78.5% of respondents in the end-line survey of the peacebuilding programme strongly agreed that the local peace structures were trustworthy and 70.5% strongly agreed that they were able to resolve cases timely and promptly.

In 2018, focus continued on building more constructive relations between and within social groups. The **Regional Peace Programme** worked towards preventing and countering violent extremism and radicalisation, through working with religious leaders on alternative narratives to the ones promoted by extremist groups and promoting these narratives through traditional and social media. In parallel to the media outreach, youth change agents were capacitated and engaged in different ways, and they later took a range of initiatives to prevent radicalisation among their peers.

Local actors contributed to create, reform or better implement laws, agreements, policies or institutions addressing key driving factors of conflict. In 2018, 90 laws, agreements, policies or institutions improved following local actors' advocacy efforts. NCA in **South Sudan** closely accompanied the South Sudan Council of Churches (SSCC) in their work for peace. This contributed to the SSCC being invited to, and with direct support from NCA participating in, the revitalisation of official peace talks in Ethiopia, where church leaders called for a cessation of hostilities.

NCA and its partners have in different ways worked to increase women's participation in peacebuilding: building women's capacity and networks, engaging in awareness raising and advocacy also towards male stakeholders and insisting on women's participation despite resistance. In 2018, the peacebuilding programme supported 3,900 women in gaining skills in conflict transformation, many of whom put their new skills to use in local or national peacebuilding initiatives, including training of other women, participation in high-level dialogues, facilitation of community level dialogue, and mediation of local conflicts. 53% of female participants reported increased influence in decision making in peacebuilding structures due to NCA's support.

PEACEBUILDING DONOR PERCENTAGE:



3,900 women trained in conflict transformation

## Results case: Pakistan's Sindh Hindu Marriage Act provides a ray of hope for the protection of Hindu women and girls.

Pakistan is home to the world's fourth largest Hindu population, with Hinduism constituting the second largest religion in Pakistan after Islam. Article 36 of the Constitution of the Islamic Republic of Pakistan 1973 enshrines the policy of protection of minorities. However, there was no law regulating the terms and procedures for contracting and dissolving Hindu marriages, and Hindu marriages were therefore often difficult to prove. This particularly affected Hindu women and children negatively. If the husband wanted to dissolve the marriage, the wife and children risked being left without financial support, as the marriage could not be proven. Likewise, if the husband passed away, the wife and children risked being unable to claim their inheritance for the same reason. These vulnerable situations also left Hindu women and children at risk of child and forced marriage and forced conversion.

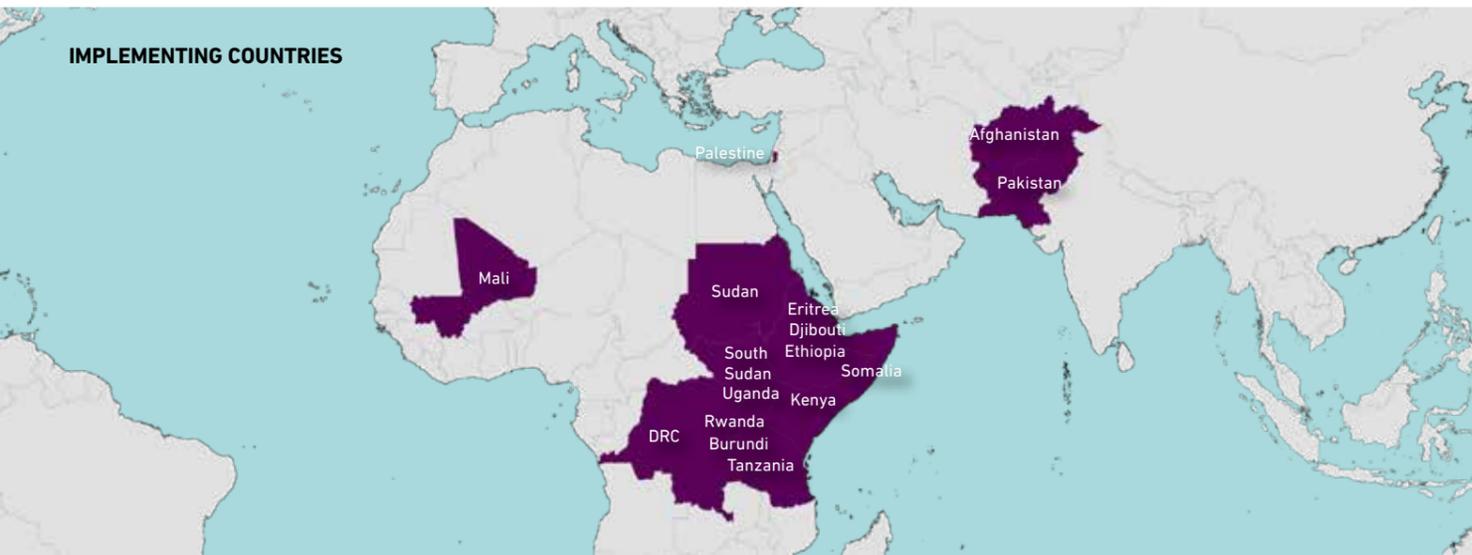
NCA Pakistan, with the support of Norad, has been implementing the "Joint Social Action for Equal Rights and Opportunities for Minorities of Faith and Belief in Pakistan" project since 2016. The project focuses on the protection and equal citizenship rights of religious minorities in Pakistan. With the support and facilitation of NCA, local partners played an important role in lobbying and advocacy efforts along with other Civil Society Organisations (CSOs) which resulted in the passage of the Sindh Hindu Marriage Act.

NCA in Pakistan had been supporting the advocacy efforts of its partners for legislation on Hindu marriage in Sindh since 2014, as advocacy for human rights is a long-term process that requires persistent efforts to achieve results. The coordinated efforts of CSOs, the media and parliamentarians were crucial in ensuring the passage of the Sindh Hindu Marriage Act. This included reviewing the draft of the bill taking action to address gaps such as having a group of CSO representatives present their recommendations for

improvements to the bill to the Provincial Minister for Minority Affairs; having legal experts prepare concrete recommendations for the Sindh Assembly; and conducting a series of lobbying meetings with Muslim, Christian, and Hindu parliamentarians to mobilise them to ensure the improvements were incorporated into the draft bill. Partners also engaged print and electronic media to highlight issues in the provincial draft and create awareness for the improvements required.

As a result of the immense pressure from CSOs including NCA's partners, the draft Sindh Hindu Marriage Act was revised with some of the improvements suggested by civil society, and the bill was passed and amended by the Sindh Assembly in 2018. To create awareness among the population about this new legislation, NCA's partner translated the approved Act into the local language (Sindhi) and circulated it at the village level through Community Peace Groups. After the passage of this Act, one of NCA's partners also published a research study on issues related to minorities of faith and belief that documents the positive impacts of the Sindh Hindu Marriage Act through key informant interviews, focus group discussions and consultative meetings. The Act now gives right of separation to both husband and wife in addition to ensuring financial security of the wife and children. Other legal benefits include registering births, deaths and the Family Registration Certificate, which is the proof of family composition. Ensuring proper implementation of the legislation requires continuous follow up, and NCA's partners are contributing to this by conducting advocacy through various media channels and attending lobbying meetings with government authorities and parliamentarians at the provincial and federal level.

### IMPLEMENTING COUNTRIES



In Taluka, Umerkot, a women's group with Hindu members Ruhkma Meghar and Tulsi Kohli, together with Nazreen Khokhar are visiting villages to inform about the law. "As a Hindu I'm low cast, but after we joined the women's group our power is multiplied," says Tulsi Kohli.

Photo: Håvard Bjelland / Norwegian Church Aid

# GENDER-BASED VIOLENCE



The gender-based violence (GBV)<sup>1</sup> programme enables women and girls to live free from violence, including partner and domestic violence, female genital mutilation (FGM), child, early and forced marriage (CEFM), trafficking, sexual exploitation, rape and abuse.

GBV is a leading cause of death and disability in women of all ages.<sup>2</sup> Violence due to gender affects women at all stages of life, from son preference, to child, early and forced marriage, FGM, sexual violence, rape and human trafficking.<sup>3</sup> GBV, whether occurring at home or in society, hinders the enjoyment of a range of human rights. It is a barrier to women's equal right to participation, citizenship, access to and control over resources, livelihood and to gender equality.

The support of faith leaders to end FGM and CEFM is crucial in the countries where NCA works. This support is dependent on buy-in from faith leaders, as well as a common understanding of what constitutes GBV. In **Mali**, the Islamic High Council of Bankass el Hadji Ibrahim Guindo, with the support of local Muslim leaders, committed to upholding the legal age of marriage (18 years). The number of villages that have signed conventions to end FGM and CEFM has risen from 137 in 2016 to 638 in 2018 in the Tombouctou region. As a result, the prevalence of CEFM declined from 37% to 30%, while FGM decreased from 42% to 27%.

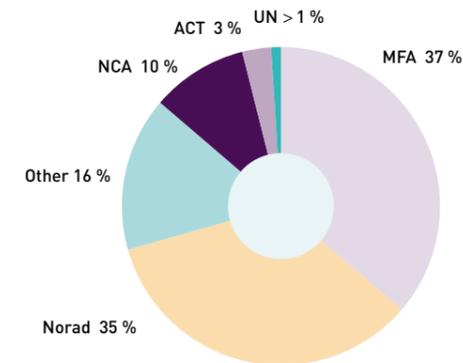
All GBV programme countries saw increases in both the reporting of GBV cases and identification of new

referral pathways to support GBV survivors. Close cooperation with local authorities, health staff, police and the legal system was key to delivering these services. From 2016 to 2018, 3,793 faith and community leaders demonstrated actions against gender-based violence. In total, 41,300 children and women survivors of gender-based violence received medical and psychosocial treatment and care. In **Malawi**, NCA and the Women Judges Association partnered to reform courts in the country to ensure that witness protection is not compromised, which has helped survivors and witnesses of GBV to present their cases in a safe and protected environment. In **Ethiopia**, 26 health facilities were targeted to treat cases of FGM and sexual and reproductive health related complications associated with CEFM.

Women's participation in decision-making processes increased in 2018. In **Pakistan**, 165 trained women are now elected representatives in local governments and official bearers of political party units at the Union Council level. These women are leading significant initiatives including support to communities in cases of sexual harassment, CEFM and rape. Laws, policies and budgets to end GBV were improved and implemented in 2018. In **Somalia**, NCA contributed to anti-FGM legislation in Puntland in cooperation with the Ministry of Development and Family Affairs and the Ministry of Justice. A similar policy is under development by NCA in cooperation with the Ministry of Women in Jubbaland.

<sup>1</sup> Gender-based violence is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed gender differences, like power inequalities between men and women. WHO 2017, <https://www.who.int/en/news-room/fact-sheets/detail/violence-against-women>.  
<sup>2</sup> <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>  
<sup>3</sup> Female Genital Mutilation includes procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons. FGM has no health benefits and is harmful to girls and women in a number of ways. WHO 2017, <https://www.who.int/en/news-room/fact-sheets/detail/violence-against-women>.

## GENDER-BASED VIOLENCE DONOR PERCENTAGE:



South Sudan. Photo: Håvard Bjelland / Norwegian Church Aid

## Results case: Trafficking law to end violence towards women and girls in Malawi

Prior to March 2015, Malawi did not have a human trafficking law in place and was rated a tier 2 country in the Trafficking Victims Protection Act (TVPA). Trafficking in Persons (TIP) cases were addressed using other laws like the Penal Code, Immigration Act, Child Care and Justice Act and the Constitution of Malawi. In 2015, NCA collaborated with partners and the Ministry of Homeland Security to pass a TIP law in Parliament in March of that year. This was followed by the development of a National Plan of Action Against TIP (2017–2020).

Prior to the passage of the anti-TIP law in 2015, there was a lack of national response and effective action to combat TIP in Malawi. In 2007, NCA commissioned an evaluation to understand the magnitude and nature of trafficking of women and children for sexual exploitation. This evaluation established that at least 2,000–5,000 children under 17 and 5,000–8,000 women were trafficked internally and across borders each year. In response, NCA and partners began the long process of lobbying the Malawi government to pass an anti-TIP law.

Since the Trafficking in Persons Act was enacted in 2015, NCA has made significant contributions to the further development of the National Plan of Action (NPA) by supporting partners and the Ministry of Homeland Security to learn from other countries through exchange visits and financial support. The NPA has five priority areas including: 1) prevention of TIP; 2) support and protection of victims; 3) detec-

**41,300**  
children and women survivors of GBV received medical and psychosocial treatment and care

tion, investigation and prosecution; 4) partnership coordination, sustainable financing and research; and 5) M&E and reporting. Since the plan was developed, there has been progress towards the prosecution of human trafficking cases in Malawi. Additionally, NCA and partners have conducted sensitisation with community members and religious leaders, in addition to building the capacity of law enforcement agencies like the police, judges and magistrates, partner staff and community volunteers. Through this work, there has been an increase in reporting of TIP cases at the community level.



Photo: Norwegian Church Aid, Malawi



**REPRODUCTIVE HEALTH DONOR PERCENTAGE:**

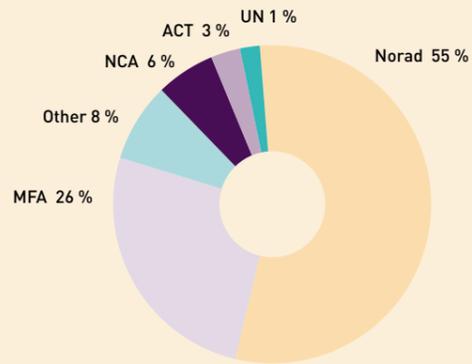


Photo: Hilina Abebe / Norwegian Church Aid, Ethiopia

**REPRODUCTIVE HEALTH**



The reproductive health programme supports women and children’s right to healthy lives free from harmful traditional practices and access to quality community health services. Each year, 5.4 million children under the age of five and 303,000 mothers die from causes we know how to prevent.<sup>1</sup> According to the WHO, countries need to allocate 10-15% of their national budgets to health to have a viable healthcare system.<sup>2</sup> Access to healthcare is therefore an issue of good governance and economic justice. Sexual and reproductive health plays a critical role in social and economic development. As of 2017, an estimated 58 million women of reproductive age in Africa have an “unmet need for contraception”.<sup>3</sup> As a result, an estimated 21.6 million unintended pregnancies occur each year in Africa.<sup>4</sup>

In 2018, a total of 130,000 children under five received healthcare through the programme.

The programme has worked to ensure that women, men, girls and boys prefer conventional reproductive health services over harmful traditional practices. In **Ethiopia**, the percentage of women giving birth in conventional health facilities increased from 70% at baseline to 82% in 2018. Additionally, 62 health care providers and 53 health facility heads received training to improve sexual and reproductive health service uptake and quality, while eight maternal waiting rooms were constructed. The percentage of women attending one or more antenatal visits increased from 70% in 2015 to 100% at the end of 2018.

Haydom Lutheran Hospital (HLH) in **Tanzania** has become a regional centre for safer births and midwifery training in Eastern Africa. NCA, in collaboration with Lærdal Global Health and HLH, developed a hands-on training programme for 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 and implants).

Working to ensure a reduction in adolescent birth rates has also been a focus of the programme. In **Mali**, NCA and its partners set up six counselling centres for adolescents and conducted sensitisation activities to reduce the risk of early and/or unwanted pregnancies. According to the latest regional statistical yearbook from Mopti (2017), the percentage of new users of family planning methods in women aged 15-49 has increased from 0% at the baseline to 22%. Additionally, the percentage of deliveries by women aged 15-19 decreased from 28% in 2015 to 22% in 2018.

Collaboration with relevant local and national authorities at the district and community level is a key success factor in programme implementation. In **Sudan**, coordination meetings with various departments within the Sudanese Ministry of Health have helped NCA and its partners to facilitate policy changes and scaling up of projects. Additionally, the close coordination and involvement of stakeholders in the target areas has helped to consolidate and scale up results, as well as keeping NCA and its partners well informed of the progress of results.

In Darfur, the use of traditional birth attendants (TBAs) with adequate training in conventional health practices plays an important role in the decrease in maternal mortality rates. Additionally, outreach by TBAs has been partly responsible for a 10% increase in deliveries at conventional health facilities. NCA plans to further strengthen the links between TBAs and conventional health facilities.

1 [https://www.who.int/gho/child\\_health/mortality/mortality\\_under\\_five\\_text/en/](https://www.who.int/gho/child_health/mortality/mortality_under_five_text/en/) and <https://www.who.int/news-room/fact-sheets/detail/maternal-mortality>  
 2 [https://www.who.int/whr/2010/10\\_chap02\\_en.pdf](https://www.who.int/whr/2010/10_chap02_en.pdf)  
 3 <https://www.guttmacher.org/fact-sheet/abortion-africa>  
 4 *ibid*

**IMPLEMENTING COUNTRIES**



**130,000**  
children under five  
received healthcare

**Results case:  
Fighting cervical cancer through improved access to diagnostic and treatment services among the underserved communities in Malawi.**

Malawi has the highest age-standardised incidence rate of cervical cancer in the world (72.9/100,000).<sup>1</sup> Cervical cancer is the leading cause of cancer-related deaths in Malawi, accounting for an estimated 40% of cancer incidences amongst women.<sup>2</sup> This equates to an estimated 5.1 million women (aged 15 and older) who are at risk of developing cervical cancer in Malawi. However, only 2.6% of women aged 25-64 are screened for cervical cancer, while 4,163 new cases are diagnosed annually.<sup>3</sup>

Interventions geared towards early detection and treatment are key in the fight against cervical cancer. NCA partnered with the Christian Health Association of Malawi (CHAM) and the Community of St Egidio (DREAM) to address hindrances to early diagnosis and treatment of cervical cancer in underserved communities in Malawi. Eight health facilities in Phalombe, Balaka and Mangochi Districts were targeted.

NCA and its partners worked to increase access to cervical cancer screening and treatment through the training of 85 health professions, awareness raising and mass screening campaigns. In addition, expert clients were used to help destigmatise cervical cancer screening and diagnosis.<sup>4</sup> As a result, 27,686 (5,000 target) women have been screened for cervical cancer between 2016 and 2018 and over 35,000 women have been reached with targeted interventions such as early

screening and diagnostics, as well as treatment of cases at an early stage and case referral.

With the achievements in the provision of cervical cancer interventions, NCA, DREAM and CHAM were elected into the national task force for the HPV vaccine rollout and have so far supported the training of sub-committees of the taskforce by reviewing and rolling out the vaccine. The next phase of the HPV vaccine will be rolled out and NCA has taken a supervisory role of service delivery points in its target districts. This will provide NCA with a good platform to interact with relevant national stakeholders and to be a national key player in the prevention of cervical cancer.



Photo: Haldis Kårstad / Norwegian Church Aid

1 <https://hpvcentre.net/statistics/reports/MWI.pdf>  
 2 *ibid*  
 3 *ibid*  
 4 Expert clients are volunteers who have either been affected or are infected by disease and are survivors. They serve as role models, motivation, and as sources of information for the communities.

# ECONOMIC EMPOWERMENT



The economic empowerment programme's goal is to secure entrepreneurial opportunities and sustainable employment for women, men and youth. The world needs 600 million new jobs by 2030 just to sustain the current level of employment, not accounting for current day unemployment levels.<sup>1</sup> A key challenge is high unemployment among youth, who often lack market relevant skills to obtain and maintain employment. Most poor rural communities produce raw materials and products with limited value addition, therefore missing out on the main profit and having limited control over the value chain of their products. They often lack access to markets, capital, quality production inputs, energy and technology.

By providing access to quality inputs, access to capital, new technologies and knowledge, and in some cases strengthened community structures, 18,500 rights-holders were able to establish enterprises, generating income and improving living conditions for themselves and their families in 2018. The enterprises generated increased income, such as in **Somalia**, where 81% (1,302) of the 1,612 supported rights-holders reported increased income over the last three years due to access to capital and increased business skills.

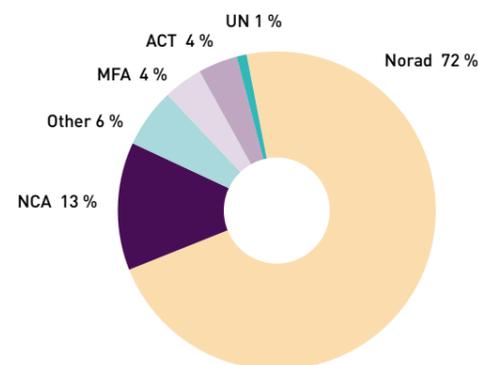
In 2018, NCA and its partners facilitated access to affordable quality inputs boosting yields significantly. NCA has supported value addition of raw materials through processing or packaging, leading to increased profits for rights holders. This includes a wide range of products such as sunflower and sesame oil, processed fruits, seafood packaged and stored properly, improved livestock production through animal fattening and veterinary services, sausage and confectionary production and carpet weaving. For example, in **Afghanistan** 2,111 targeted entrepreneurs (1,785 women) increased their profit by USD 51 per month over the last three years. To put this into context, the average monthly income in Afghanistan is USD 47.

NCA identified and worked systematically to address a number of market barriers, many which were similar across locations and countries. These included the lack of price information and negotiating power of rights holders, difficulties in getting products to the market, lack of linkages to market actors, cultural barriers, and poor production capacity and quality. In **Burundi**, a WhatsApp group enabled entrepreneurs to share market and price information resulting in participants gaining access to new markets to sell products and to buy inputs and raw material at fair prices.

To address youth unemployment, NCA supports vocational education for young women and men. NCA's approach to vocational training is not only to obtain an education, but also to ensure that graduates are absorbed by the job market or able to be self-employed. Of the students trained, approximately 70% of the students were employed or self-employed 12 months after graduation. In addition to training young women and men, NCA and its local partners built partnerships with the private sector to create opportunities for internships and jobs. NCA also worked in close collaboration with national governments and the private sector to build or improve market relevant curriculums.

Aiming to test an innovative collaboration model and digital learning tools, the Norwegian company Bright Products and NCA implemented the project "Education-4Sustainability" in **Burundi** and **Somalia**, together with partners. Promising new technologies were tested: solar products from BRIGHT, pay-as-you-go technology by Angaza, a digital learning app by Leap Learning and a financial literacy game from Design without Borders. The pilot demonstrated the value of partnerships between the private sector and NGOs by stimulating local economic activities and skills. Rights-holders (389) obtained access to entrepreneurial and technical skills, finance and opportunities to access quality solar products. Job opportunities were created as 27 rights-holders operated as local solar lamp sales agents, and solar lamps enabled local businesses to increase their opening hours at night. Households investing in solar home systems improved their living conditions through improved health, security, education and more cost-efficient sources of light.

## ECONOMIC EMPOWERMENT DONOR PERCENTAGE:



<sup>1</sup> World Bank (2012) World Development Report 2013: Jobs, World Bank.

## IMPLEMENTING COUNTRIES



18,500 people established an enterprise



Production of honey. Photo: Hussain / Norwegian Church Aid, Afghanistan

## Results case:

### Promoting youth engagement in innovation and entrepreneurship in the Gaza Strip.

The lives of many young people in Gaza are beset by oppression, violence and deprivation. With unemployment rates among youth reaching 70%, many young Palestinians are increasingly disillusioned with life, unable to secure employment and struggle to fill their free time.

Recognising the obstacles faced by youth, and the overall political, economic and social challenges faced by Palestinian society, the DCA-NCA joint office in Palestine and local NGO MA'AN Development Centre has placed youth at the centre of their work in Gaza.

The HUB for Innovation and Entrepreneurship provides opportunities for young Palestinian entrepreneurs in Gaza to work with project managers, academics and experts in business and agriculture, to design and build products, services, businesses and social ventures to address daily and immediate gaps in agriculture and food safety in Gaza. With the vision to create an ecosystem for innovation, HUB supports business incubation and acceleration by offering training, mentoring, technical support, networking and logistic services.

To get projects started, DCA-NCA helped to mobilise resources through seed funding, crowd sourcing and online fundraising. Partnerships with national and international academic institutions, advisors and experts are fostered to develop a global network in innovation, research, agriculture and agribusiness. HUB runs as a social enterprise, resources are reinvested locally, projects are run locally and solutions are developed locally.

Examples on projects that have received start-up capital include: Modelling a new irrigation system to address water salinity, using olive-oil residue to produce bio-energy, and developing new mixtures of locally produced fodder for poultry farms.



# CLIMATE RESILIENCE



The climate resilience programme assists communities to resist, absorb and recover from climate change. Climate change can irreversibly damage the natural resource base rural communities depend on, affecting their right to food. Lack of resilience is caused by among other things a limited knowledge and capacity to adapt to climate change. Though the effects of climate change are disproportionate, the poorest are the most vulnerable in both rural and urban settings. However, they are seldom included in decision-making or organised at community, national and international levels.

In 2018, targeted communities worked to mitigate risk by creating context specific minimum standards for structural interventions. Minimum standards are needed simply to keep people safe and protect their assets. Investing in the planting of vegetation around structures has protected important infrastructure, such as roads, schools, buildings, bridges, housing, storage facilities and water supply schemes. In **Angola**, twenty communities developed minimum standards for water-related structural interventions that protect water sources and distribution.

Communities have worked to adapt their food production to changes in climate. Across the programme in 2018, 14,500 households were trained in agricultural practices better adapted to climate change. Farmers in **Ethiopia** showed that it is possible to significantly reduce yield gaps even in a continuous drought, if climate-smart agricultural methods are applied. The net deficit gap has been reduced by 600 kilos per hectare in project areas, from 1,380 kilos in 2015 down to 740 kilos in 2018. An additional 20% of the total programme area comprising of 7,100 hectares of land is under climate-smart agricultural management.

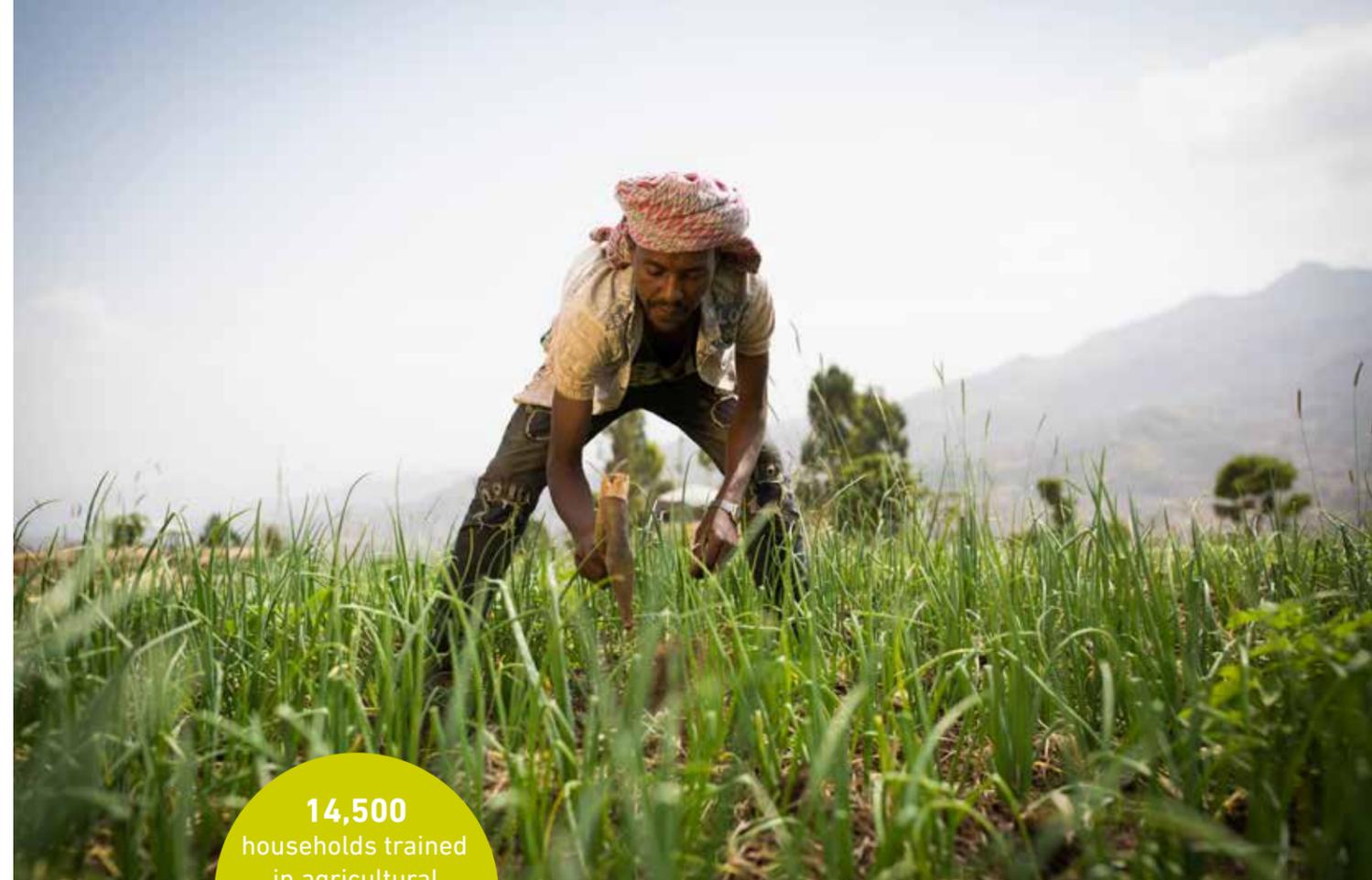
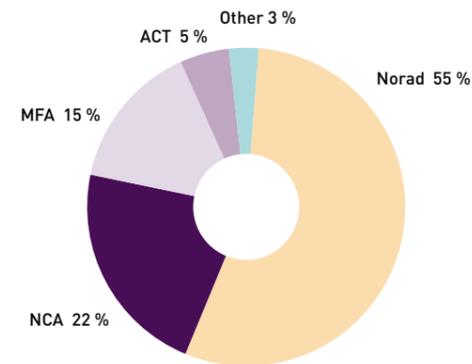
Sustainable land management is critical to withstand the impact of floods and droughts. It requires collaboration of communities and local governments. A shift in mindset is noted in all the countries working with this programme, as rights-holders and duty bearers now consider the value of trees higher than the sheer value of the timber they produce. In **Burundi**, faith leaders have embraced the massive reforestation initiatives of

the programme. A review of the Burundi programme verified that the target coverage of sustainable land management plans has already nearly been reached, in 2018 at 95% (baseline 0). In **Guatemala**, a total of five Environmental Impact Assessments have been conducted as part of the development of sustainable land management plans.

A proactive approach to climate change necessitates long-term solutions where communities themselves can manage, maintain and implement measures. Targeted communities now have better capacity and are more and more being recognised by the authorities for their role in Disaster Risk Management. NCA's partners have been successful in establishing 127 community task forces in 2018 that can prepare for climate shocks and respond within 72 hours from the onset of an emergency. In **Haiti**, task forces have become specialised in village early warning communication, mitigating the severe effects of cyclones. As part of their preparations, they regularly perform mock drills indicating a mature resilience mechanism.

As a result of investments made in fostering south-south exchanges on climate resilience facilitated by NCA across its offices, colleagues from NCA **Zambia** certified by the Asia Disaster Preparedness Centre in 2018 assisted in NCA and its partners' response to cyclone Idai in Malawi in 2019.

## CLIMATE RESILIENCE DONOR PERCENTAGE:



**14,500** households trained in agricultural practices better adapted to climate change

Photo: Hilina Abebe / Norwegian Church Aid

## Results case: Climate-smart women in Pakistan.

Pakistan is highly vulnerable to the impacts of climate change. Much of its rural population is poor and most of its economy depends on natural resources including agriculture and livestock, both of which are highly climate sensitive. These sectors are especially vulnerable due to low resilience and almost no capability to withstand the effects of climate change.



Photo: Norwegian Church Aid, Pakistan

NCA, its partner organisation LASOONA, and the Agriculture Extension Department, have responded to this situation through a climate change adaptation project especially for women working in these sectors. The project recommends seed varieties and fertilizer appropriate for the climate conditions of the rain fed areas of Swat District. Using the Farmer Field School Methodology, the women have adopted soil fertility, erosion control and improved crop management practices that make agricultural production less fragile to climate change.



## IMPLEMENTING COUNTRIES



**1.5 million**  
people received  
access to  
safe water

## WASH



The goal of NCA's water, sanitation and hygiene (WASH) programme is for healthy communities to access equitable and sustainable water, sanitation and hygiene services. Access to safe water, adequate sanitation facilities, practicing key hygienic behaviours and living in a "clean" environment is a fundamental pre-condition for people's health and social and economic development. The lack of such conditions particularly exposes children and people with a reduced immune system to the threat of transmissible diseases such as diarrhoea, typhoid and other diseases. Unhygienic conditions cause the death of 1.8 million people due to diarrhoea and other water related diseases.<sup>1</sup> Disparities in access to WASH services are due to geographic, economic and socio-cultural inequalities.

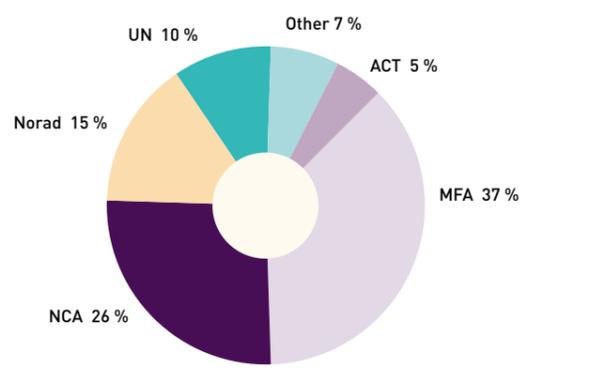
NCA works with communities to establish and manage their own WASH systems. NCA prioritises women's participation in the decision-making and management of water committees. In **Ethiopia**, women comprised 46% of water committee membership and in **Mali** 51%. Beyond women's participation in committees, it was equally important to have women in senior positions such as chairperson, secretary, or treasurer. In the **DRC**, 53% of these positions were held by women.

NCA and its partners enabled rights-holders to engage with duty bearers on service delivery, while also providing technical training to government officials on WASH-related issues. In 2018, NCA and its partners

facilitated 341 meetings between rights-holders and local government where citizens presented needs and priorities on WASH issues.

Our work on hygiene behaviour focuses on training community-based hygiene promoters and working with communities to develop targeted awareness campaigns. Improvements in water supply and quality, access to sanitation facilities and handwashing with soap had a direct impact on the prevalence of diarrhoea cases in children under 5. Diarrhoeal episodes among children under 5 years of age reduced considerably by an average of 25% points in the targeted areas.

### WATER, SANITATION AND HYGIENE (WASH) DONOR PERCENTAGE:



<sup>1</sup> <https://www.cdc.gov/handwashing/why-handwashing.html#eight>



Waterpost in South Sudan. Photo: Håvard Bjelland / Norwegian Church Aid

NCA's approach to sanitation is anchored in community-led approaches, where results are determined by the community's actions and choices, not just NCA's. In **Ethiopia**, 75% of the targeted population expressed satisfaction with sanitation services (against 3.8% during the baseline year). In 2018, a total of 214,413 people gained access to sanitation services across the programme. Equitable access to public water and sanitation services for people living with disabilities is an important issue for inclusion. In 2018, 46% of water supply and sanitation facilities were adapted to people living with disabilities.

In 2018, 873,918 women, men, girls and boys accessed a minimum level of basic water supply services. The main innovation within the WASH programme was the introduction and use of solar electric water pumping. This was done in Afghanistan, Angola, Burundi, Ethiopia, Mali, Pakistan, Somalia, South Sudan, Sudan, Tanzania

and Zambia. During the past few years, there has been a global reduction of prices for solar electrical equipment for water pumping. This has made it possible for solar electrical equipment to become a technological alternative to other small and large-scale water pumping options like diesel driven generator sets or hand pumps. The capital investment of a solar pump is higher than the alternatives, but operational and maintenance costs are lower. After about 3 years of use, the solar system "breaks even" with diesel driven alternatives and is thereafter cheaper in view of live-cycle costing. In 2018, NCA constructed 156 solar powered pumping stations. Assuming that each solar pumping station provides water to 2,000 people, NCA reached about 312,000 people with solar electric water pumping.



Drilling for lifesaving water in South Sudan.  
Photo: Håvard Bjelland/Norwegian Church Aid

Results case:

### **Public-Private Partnership (PPP) for management of water utilities.**

NCA Somalia facilitated a public private partnership (PPP) for water services in four towns reaching over 118,000 people.

Somalia has begun the transition towards a federal state despite the presence of non-state actors in some locations. NCA has provided WASH services for several years despite political unrest, insecurity, and repetitive cyclic droughts caused by climate change, all of which have caused many people to migrate within their country and settle close to urban areas. Management of water provision is a challenge particularly in towns and settlements. Putting in place mechanisms to enhance access to services and ensure sustainability of WASH infrastructure is a critical part of NCA and its partners' efforts.

Access to safe water in semi-arid areas is based on groundwater accessible by shallow wells and boreholes. In areas with high population numbers and where water provision was not regulated by the state, it was possible for cartels to profit on water supply. In settlements where Internally Displaced People (IDPs) stayed with host communities, the management of water provision for a large population needed to be organised in an innovative way. For NCA it was an exit strategy from being responsible for providing water services to handing responsibility over to a localised and accepted entity that would ensure the sustainability of water services.

NCA and its partners worked to strengthen the capacity of various water companies in Gedo and Nugaal regions, focusing on project sustainability, financial management and better operation and maintenance

of water schemes. NCA also linked community water committees, including from IDP camps, to regional water utilities for joint coordination and sustainable management of WASH facilities. In addition, NCA and its partners participated in construction related to water schemes, such as constructing water tanks, pipes, etc. This resulted in increased household connections and an improved revenue for the water companies, along with faster maintenance and repair of breakages. In some locations NCA laid distribution pipelines to communal water points and primary schools, allowing for easy access for poorer neighbourhoods. Adoption of innovative technologies led to enhanced service delivery and sustainability, along with financial autonomy and independence of the water companies. They were able to expand services, increase revenue collection, reduce volumes of unaccounted for water, improve efficiency and decrease breakdowns within the water supply system.

NCA's focus throughout the implementation was on efforts made towards relationship building with companies, state authorities, the relevant line ministry in project locations and the targeted communities. NCA was able to strengthen the capacities of partners, local authorities, line ministry officials, parliamentarians and communities to improve WASH service delivery. Assessments and evaluations not only informed planning processes, but showed that the programme supported coordination efforts through capacity strengthening of WASH cluster partners in Somalia. However, a clear commitment of the local district and state authorities and target communities is necessary. A firm legal and institutional framework needs to be put in place, while, at the same time, avoiding overregulating.

# RESOURCE GOVERNANCE



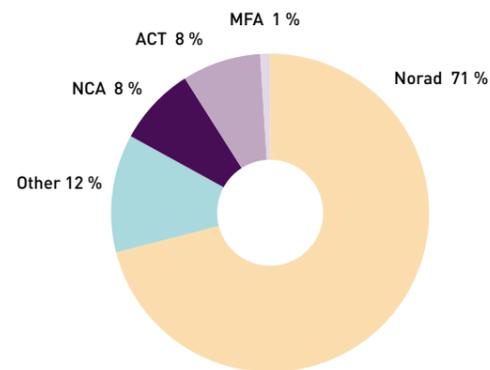
The resource governance programme aims for women and men to benefit from public resources through accountable governance for equitable distribution of wealth and sustainable development. The programme works to influence public plans and budgets to have a greater pro-poor focus, and to hold duty bearers accountable to implementing them according to plan. In countries where NCA works, high levels of corruption, coupled with lack of participatory and accountable governance hinders equitable distribution of resources, while inadequate policies and poor implementation and control of existing legal frameworks are obstacles to effective governance over extractive industries. Rights-holders do not have the information, voice and practical engagement strategies they need to influence the governance of public resources, and the absence of consultation with affected populations restrain realisation of community rights.

In 2018, several pro-poor political decisions were made where NCA's partners played an influencing role. In **Zambia**, national budgets and plans increased allocations to social sectors crucial to reduce poverty, in accordance to input made from NCA's partners. For example, in the 2019 national budget, which was produced in 2018, allocation to education increased by 15.6% and the health allocation increased by 20.9%.

Monitoring of public budgets and plans is important to ensure that they are implemented according to plan. Across the programme in 2018, government officials were held to account more than 1,500 times by men and women trained by NCA and its partners to evaluate public plans and budgets.

The programme has worked to ensure that women and men influence policies and legal frameworks governing extractive industries. In **Malawi** public media was utilised, civil society alliances strengthened, and decision makers lobbied to influence the revision process of the mines and minerals bill from 1981. In late 2018,

## RESOURCE GOVERNANCE DONOR PERCENTAGE:



the long-awaited bill passed and several recommendations from NCA and its partners were included, for example communities' rights to negotiate legally binding community agreements with investors.

All implementing countries have supported communities affected by mining operations. In **Mozambique**, NCA's partner Christian Council of Mozambique has accompanied local communities close to a mining area in Cabo Delgado province, where rubies were discovered a decade ago. The local communities have experienced human rights abuses such as beatings, sexual abuse, unlawful detentions and even killings. Through their inter-faith committee, NCA's partner assisted in the process of documenting human rights abuses and increased the local Artisanal Miners Committee's capacity to demand international human rights standards compliance by the mining company. They established collaboration with the public prosecutor and in 2018 the British based lawyers, Leigh Day, took up the case and won a settlement on behalf of the affected community worth USD 5.7 million. The lawyers said that the work of NCA's partner had been critical for the result of the settlement.

At the **regional level**, the NCA induced civil society platform, Alternative Mining Indaba (AMI), forged engagement with the African Union and the United Nations Economic Commission on Africa, resulting in AMI taking part developing a continental policy shaping mineral resource governance in Africa. The input is trackable in the final document, the first **African Mineral Governance Framework**. This is a critical policy tool to ensure that the continent's mineral resources are governed for the benefit of Africans and the document was adopted by the African Ministers of Mining in 2017 and the African Heads of States in 2018.

The Extractive Industries Transparency Initiative (EITI) is a tool NCA's partners have used to demand

increased transparent management of extractive industries and to ensure that duty bearers such as governments demonstrate increased transparent management of public resources. NCA and its partners take part in the Multi Stakeholder Groups in **Tanzania, Zambia and Malawi**. In **Zimbabwe**, NCA's partner ZELA advocated for inclusion of EITI in the 2019 National Budget Statement, whereby the Ministry of Finance asked ZELA to craft a statement, which appeared word for word in the 2019 National Budget Statement which was released in 2018.

**1,500**  
times government  
officials were held to  
account

## Results case: Campaign launch - national and global advocacy for tax funded social protection.

Nine countries launched the regional "Make it Happen" campaign that was championed by faith actors and youth. The campaign calls on leaders to take decisive action for tax justice, to make sure that natural resources pay for hospitals, schools, and social security that benefit all instead of enriching just a few. The campaign puts inequality on the agenda and was supported by the incoming General Secretary of the All Africa Council of Churches (AACC) and the moderator of World Council of Churches, which are key institutions to engage in the mobilisation to fight inequality.

As part of the campaign launch, Tanzanian partners and NCA also commissioned a study called "Make It Possible." The report findings are used to advocate for tax funded social protection, and have been a subject for discussions with the Tanzanian government. The report recommendations were also the basis for NCA's input when NCA was invited to submit recommendations to IMF's consultation on a new Strategic Framework on Social Spending.



Moreblessings Chidaushe from Norwegian Church Aid represented civil society at the Ministerial Round table at the UN's Financing For Development conference in New York in April 2018. She emphasised the need to curb illicit financial flows and increase social spending to reduce poverty and inequality. NCA was later invited to submit recommendations to IMF's consultation on a new Strategic Framework on Social Spending. Photo: Norwegian Church Aid

## IMPLEMENTING COUNTRIES





18 year old Abshiro in Jilab camp, Garowe, Somalia. Photo: Håvard Bjelland / Norwegian Church Aid

**1.8 million**  
people received  
humanitarian  
assistance

## HUMANITARIAN RESPONSE

During 2018, NCA and its partners responded to humanitarian crises resulting from protracted conflict (Iraq, Mali, Niger, Nigeria, Palestine, South Sudan, Sudan and Syria), drought (Afghanistan and Somalia) and other natural disasters (Guatemala, Sudan, Tanzania and Zambia), and disease outbreaks (cholera in the DRC). In many of these responses NCA supported refugees, migrants or returnees (Angola, Bangladesh, Ethiopia, Guatemala, Lebanon, Sudan, Tanzania and Zambia). From 2016–2018, about 5.4 million people were supported by NCA and its partners in humanitarian response (on average 1.8 million people each year), see map on page 2.

NCA's added value in humanitarian response lies in the long-term country presence in countries with fragile political and natural resource environments, and in the two-pronged approach to humanitarian action: partner-based where feasible and directly implemented where necessary. Partner-based responses have advantages in accessibility, in providing a better contextualised understanding of needs and

problems, enhancing outreach services (through language and cultural appropriateness) or to extend our technical scope through qualified and verified partners, building on existing capacity. A partner-based approach can also mean that together NCA can reach those not reached by others, especially in out-of-camp scenarios. However, there are situations and circumstances where direct implementation is necessary to ensure quality or scale of response.

Historically, NCA's humanitarian focus has been WASH, but NCA and its partners have growing technical and programmatic experience in GBV and in integrated peacebuilding and conflict resolution in the more "technical" response actions. Increasingly, NCA implements integrated humanitarian WASH and GBV initiatives (Bangladesh, DRC, Niger and Nigeria). Other technical areas of expertise include nutrition (Palestine), education (Somalia) and energy (Angola). NCA has also broadened the methodologies available to its programmes, especially in cash-based interventions (Ethiopia, Palestine and Somalia).

A long-term presence means NCA and its partners are better placed across humanitarian response, early recovery and development interventions, for a considerable time period in a particular location. This can help to provide coherence between different funding sources (e.g. Mali), and more sustained solutions. This long-term engagement has also encouraged NCA to play a stronger role in humanitarian coordination platforms, at national and sub-national level (Afghanistan, Burundi, Iraq, Pakistan, Somalia and South Sudan).

Alongside the country presence and action, NCA's global profile in GBV and WASH has increased. In the global WASH Cluster and GBV Area of Responsibility, NCA plays a significant role in operational, technical and strategic input. Additionally, recently NCA has played an increasing role in other global GBV and WASH initiatives – the Sphere handbook revision, various innovation initiatives (e.g. with Innovation Norway), and in other technical forums.



Watertrucking in Puntland, Somalia. Photo: Håvard Bjelland/Norwegian Church Aid



# PARTNERSHIPS FOR CHANGE

In 2018, NCA strengthened its partnerships and coordination with local implementing partner organisations, other NGOs, religious actors, host governments, donors and the private sector. NCA has contributed to coordination through active engagement in ACT forums, supporting alignment of ACT through joint offices and programmes and other coordination mechanisms. NCA has supported local partners by developing their capacity and enabling them to be part of a vibrant civil society. It has strengthened partners' professionalism, programme development and advocacy capacity. Through support from NCA, local partners have been able to open space for civic engagement to hold governments accountable to their constituencies.

## Partnerships for capacity development

During this period NCA has developed and implemented capacity development plans with selected core partner organisations in all countries. Our capacity development model includes training by NCA staff members from country office or head office, by external consultants, and by linking actors with a particular expertise, so-called resource partners, to our core faith-based partners.

In **DRC, Haiti, Mali, Sudan and Afghanistan**, NCA's continuous support has enhanced the programmatic quality, monitoring capacities, legitimacy and credibility of partners. This has in turn enabled them to obtain funding from other donors, such as Oxfam, EuropeAid, UNICEF, MINUSMA, Mercy Corps, UNDP and the FAO.

## Partnerships for a more vibrant civil society

Empowering civil society organisations, faith actors and rights-holders to advocate on behalf of marginalised and impoverished communities is a key mandate for NCA.

Through provision of resources, training and networks for civil society organisations, we support these actors in strategically carrying out their mandate of holding duty bearers accountable on issues like transparent use of public resources and promoting social cohesion as a precondition for national development. Local community structures, including elected volunteer members and leaders, are key target groups in all of NCA's programmes. Such community groups are important building blocks for civil society and a starting point for building democratic communities, society and ultimately the state. Where such structures are weak or not in place, NCA offers technical support to partners for the revitalisation and establishment of new groups.

## Partnerships for joint action

NCA is an active member of the **national ACT forums** in all countries it has a presence, often hosting the forum's secretariat. ACT forums are an important meeting point for national and international ACT members to share information and coordinate through joint programme planning, capacity development of members and local partners, humanitarian interventions, research studies and advocacy efforts. Communication and cooperation is ensured through physical meetings as well as digital collaboration tools.

In addition to the ACT forums, NCA's collaboration with ACT sister-agencies ranges from sharing office space and security measures to reduce operation costs (**Burundi, DRC, Ethiopia, Tanzania, Somalia and South Sudan**), to formally establishing joint country offices and staff for the implementation of joint country programmes (**Guatemala, Haiti, Myanmar, Palestine and Zambia**).



María Felipa Choy from the Indigenous Women Organization AGIMS work to hold religious and state authorities accountable to end violence against women. Photo: Sandra Sebastian

# PROGRAMME QUALITY

NCA works to ensure high programme quality. A rights-based approach, gender justice, and conflict sensitivity are among the commitments that inform our programming.

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

In 2018, NCA continued to strengthen its organisational policies to support gender mainstreaming and mandatory gender analysis across programmes including through NCA's Gender Justice Policy, the ACT Alliance Gender Justice Policy, and NCA's Gender ToolBox to support a variety of different types of gender assessments and analyses which combine standards set by ECHO, IASC, and Sida.

In addition to understanding and adapting programmes to meet women and girls' unique needs, measuring progress in all interventions is of critical importance to NCA. The organisation has made significant investments to roll-out the mandatory use of sex-disaggregated data in monitoring and reporting through the development of gender sensitive data collection tools as well as revising reporting templates to strengthen the integration of a strong gender analysis.

## Conflict sensitivity

NCA produced clearer guidelines and practical resources on conflict sensitivity. By the end of 2018, a total of 13 programme countries conducted at least one conflict analysis. Improvements in integrating a conflict sensitive perspective in all stages of the programme cycle have been documented, particularly in Afghanistan, Burundi, Mali, the Middle East, Pakistan and Sudan.

## Anti-corruption

All partners sign NCA's Code of Conduct and partners are regularly informed about the requirements held within our anti-corruption policy. Annual joint monitoring visits by country-level programme and finance staff to partners is mandatory in NCA. In addition to supporting partner capacity building, these visits strengthen accountability in relation to expenditure and procurement practices. Additionally, NCA continued to apply anti-corruption measures including regular financial audits and the roll-out of formal complaints response mechanisms.

## Environment and vulnerability to climate change

NCA systematically uses climate vulnerability assessments or Environmental Impact Assessments 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. We also use vulnerability assessments in country office emergency planning, allowing for the identification of the risk of natural disasters and to plan responses accordingly.

## Human rights, including the rights of people living with a disability

NCA's programmes are based on a rights-based approach, which empowers men, women and youth to demand accountability from duty bearers. Our theory of change places people in the centre of our interventions, as actors contributing to changes in their own life and the life of their community. Our programming includes stakeholder analysis, which allows us 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. With regards to the rights of people living with a disability, country programmes continued to incorporate their unique needs into the design of programmes.

## 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 processes 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.

## Accountability

NCA has made significant progress in strengthening accountability systems and practices and embedding a culture of accountability across the organisation. A key priority during the period has been on developing and rolling-out formal complaints response mechanisms (CRMs) at country-level. NCA defines a formal CRM as being underpinned by a formal plan which meets the Core Humanitarian Standard (CHS), such as clear systems and procedures which ensure confidentiality, accessibility, timeliness, and fair handling, and proactive engagement of communities and partners in the design phase. At the end of December 2018, 11 countries have developed formal CRMs (Afghanistan, Angola, DRC, Ethiopia, Guatemala, Malawi, Mali, Middle East, Pakistan, Sudan and South Sudan), with remaining countries expected to finalise their CRMs in early 2019. In 2018, NCA received 9 complaints via the Head Office alert system, while at country-level, a total of 226 complaints were received through the formal CRMs in place. Of these complaints, all 226 complaints were resolved, none were referred or are still pending. Complaints varied across countries however the three most common complaint types were related to target group selection, quality of equipment used and community leader dissatisfaction.

**15,000**  
people engaged for  
a more fair climate  
policy from the  
Norwegian  
Government

## WORK IN NORWAY

Every year, NCA arranges large-scale fundraising campaigns during Lent in the lead up to Easter and during the Christmas season. In these campaigns, NCA receives a great amount of support and help from our supporters, which includes a unique network of churches and congregations across the country. The non-earmarked funds that are raised are crucial in allowing NCA to carry out its important mandate: To save lives and seek justice.

The highlight of 2018 was when Dr. Denis Mukwege, our long-time partner in Congo, received the Nobel Peace Prize together with Nadia Murad. This was a golden opportunity for us to highlight our important and dedicated work with gender-based violence. We were able to achieve broad visibility and had many successful collaborations with partners in the church network and the rest of civil society. NCA stood out as a clear and visible operator in combating gender-based violence.

The attention generated by Dr. Denis Mukwege also gave us the opportunity to make adjustments and better align the Christmas Campaign with the Noble Prize. The result was a successful campaign that raised NOK 27 million (USD 3.3 million).

The 2018 Lenten Campaign took place March 18–20 and 1,105 congregations from all around Norway participated. Approximately 30,000 people volunteered their time to walk with collection boxes to help raise funds for NCA's international work. The result was NOK 31.5 million (USD 3.9 million). The Lenten Campaign also has a political component and this year the theme was CLIMATE CRISIS = WATER CRISIS. The political demand that we made was that Norway must reduce its emissions. One of the world's first urban water crisis

took place in Cape Town in January that year, which was brought on in part by climate change and drought. The political campaign was able to create high visibility for NCA.

During the summer, NCA played a prominent role at the Olav Festival in Trondheim with several seminars and two visual photo and experience exhibitions. This was a great opportunity to meet with our network and gave us an invaluable opportunity to raise awareness about NCA and our work. We received positive feedback regarding our presence at the festival and were given a prominent platform as a faith-based organisation in the development community. The photo exhibition received a lot of positive attention and was called *Ser alt du er* (*See everything you are*) with photos from NCA's Photographer, Håvard Bjelland, and captions by the Norwegian poet Trygve Skaug. Working to combat climate change and advocating for more fair climate adjustments for the world's poor is an important aspect of NCA's advocacy work, both in Norway and internationally. A key theme in 2018 was to increase the focus on Norway's revised climate goals for 2020. We were able to have many environmental and development organisations show their support for our demand that Norway's next climate goal should be to reduce emissions by at least 53% before 2030.

Internationally, we have mostly worked with climate negotiations under the auspices of the UN. We achieved breakthroughs for many of our requirements during negotiations in regards to Norway's climate financing regulations. Climate change is also a topic that our church network has a strong commitment to. For the 2018 and 2019 period, NCA is the coordinator of the Climate Pilgrim Project.



Nadia Murad and Dr. Denis Mukwege won the Nobel Peace Prize 2018.  
Photo: Håvard Bjelland / Norwegian Church Aid



**NOK 31.5**  
**million**  
raised in the Lenten  
Campaign

Photo: Håvard Bjelland / Norwegian Church Aid

# NCA'S FUNDING BASE

Securing a stable and diverse income base is important for NCA to achieve impact in our work with partners and rights-holders around the world. Despite an ambition to prioritise efforts for diversification, due to several factors, NCA's total turnover in 2018 was approximately NOK 928 million (USD 115 million), a slight decrease compared to 2017 figures. This was mainly due to a 7% reduction in funding from private donors and a 3.5% decrease in international institutional funding grants, although there was a slight (1%) increase in support from Norwegian Government funding channels.

The European Commission's Civil Protection and Humanitarian Aid Operations Department (ECHO) was positive towards NCA's response to the Rohingya crisis. This resulted in a EUR 1.2 million (USD 1.4 million) grant for integrated GBV, sexual and reproductive health and WASH services in Bangladesh. NCA also successfully secured a grant from ECHO as the lead for projects in Pakistan. Efforts were undertaken to improve relationships with donors, especially ECHO, with several

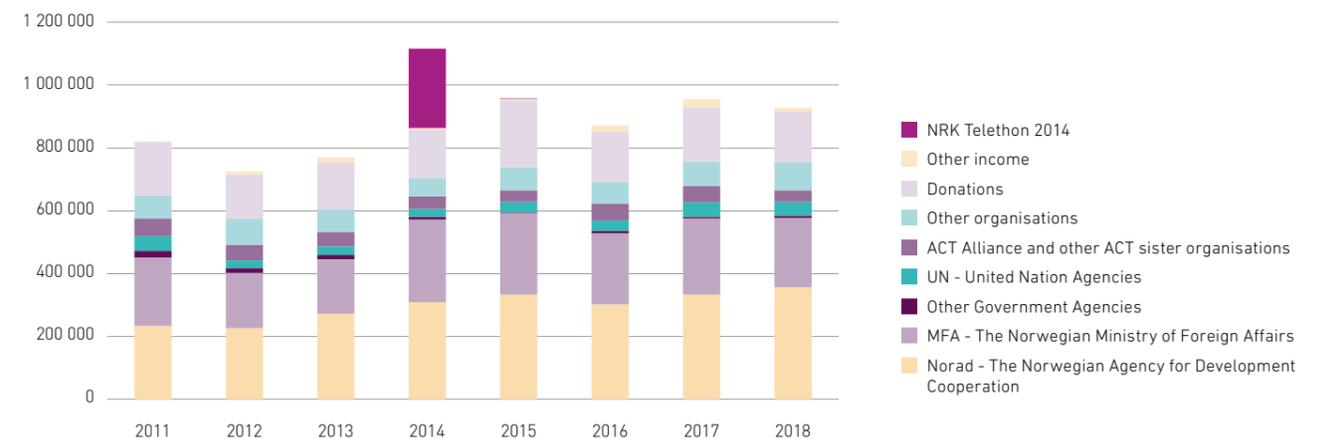
staff attending the ECHO Partner meeting and European Days, meeting Desk Officers in Brussels, and engaging local Technical Assistants in the field. With greater coordination in Oslo, NCA supported several country offices and missions in late 2018 to conduct needs assessments and design projects, which culminated in the most applications ever submitted to ECHO (six). NCA's Framework Partnership agreement with ECHO was also extended until the end of 2020.

There is increasing interest from UN agencies to collaborate with NCA. Several country offices received support from UN agencies for their humanitarian response as well as development work, for example to counter Female Genital Mutilation (FGM) in Ethiopia. Building on the relationship with USAID, a new project in Sudan was approved for support by the U.S. Office of Foreign Disaster Assistance (OFDA), in addition to support for the global WASH cluster Field Support Team (FST). In addition to strengthening efforts to diversify funding for NCA's humanitarian response, several applications for

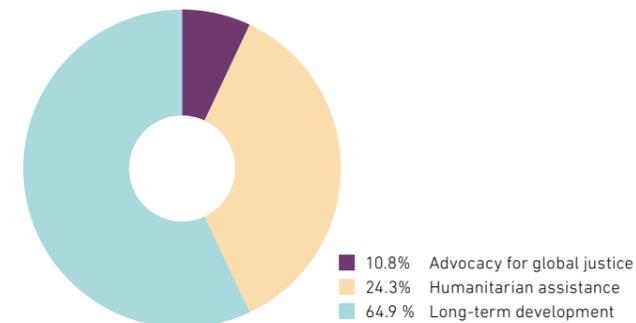
NCA's development programming were submitted to international donors and received positively. NCA was able to secure a new EUR 1.2 million (USD 1.4 million) grant in Angola, under the democracy and human rights scheme of EuropeAid. A large application (EUR 9 million/USD 10 million) to counter GBV in 12 districts of Zambia over a five-year period, was submitted to EuropeAid and made it to the final round, and was granted in early 2019. NCA was successful in securing NOK 21.2 million (USD 2.6 million) for a long-term grant in Malawi from the Global Fund to fight AIDS, Tuberculosis and Malaria.

In Norway, NCA made an extra effort to increase the number of regular sponsors. This resulted in record-high recruitment of new sponsors and increased NCA's annual income from regular donors to NOK 67.3 million (USD 8.3 million), which is a new record. Most sponsors were recruited through our annual summer campaign in which teams of recruiters travelled all over Norway to present NCA's work. We also tested a number of new initiatives and channels, including an exciting pilot campaign based on door-to-door recruitment.

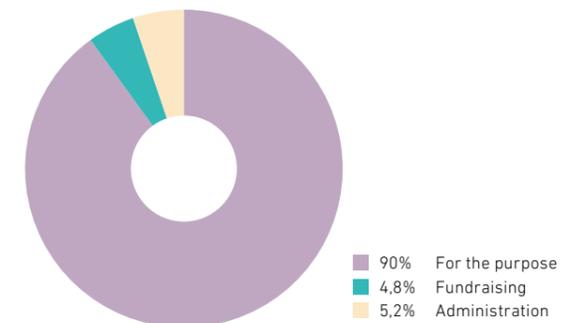
## INCOMING RESOURCES



## HOW WE WORK



## HOW WE USE THE FUNDS



NCA appreciates the collaboration and contributions from our institutional donors. This support enables NCA to deliver on our goals in our global programmes and reach millions of men, women, boys and girls in NCA's focus countries and responses. In 2018, these donors included, among others:



New techniques in use building bamboo houses, Kutkai, Myanmar.  
Photo: Håvard Bjelland / Norwegian Church Aid

# STATEMENT OF FINANCIAL ACTIVITIES 2018

2018 Exchange rate USD (weighted average rate applied) 8.094982056  
2017 Exchange rate USD (weighted average rate applied) 8.263674222

(NOK '000) / (USD '000)	2018	2018 USD	2017	2017 USD
<b>INCOMING RESOURCES</b>				
<b>Institutional grants</b>				
Norad - The Norwegian Agency for Development Cooperation	333,396	41,186	313,128	37,892
MFA - The Norwegian Ministry of Foreign Affairs	209,861	25,925	226,590	27,420
Other Norwegian government agencies	7,806	964	5,753	696
Administrative support from Norwegian government agencies	33,950	4,194	35,414	4,286
<b>Subtotal Norwegian government agencies</b>	<b>585,013</b>	<b>72,269</b>	<b>580,885</b>	<b>70,294</b>
UN - United Nations Programmes	42,791	5,286	46,234	5,595
ACT Alliance and other ACT sister organisations	37,754	4,664	51,928	6,284
Other organisations, foundations and governments	77,472	9,570	72,771	8,806
Administrative support from UN, ACT and other institutions	11,723	1,448	4,999	605
<b>Subtotal UN, ACT and other institutions</b>	<b>169,740</b>	<b>20,969</b>	<b>175,932</b>	<b>21,290</b>
<b>Total institutional grants</b>	<b>754,753</b>	<b>93,237</b>	<b>756,817</b>	<b>91,584</b>
<b>Donations</b>				
Unrestricted donations	140,653	17,375	148,027	17,913
Restricted donations	6,286	777	16,621	2,011
Testamentary donations and legacies	14,238	1,759	8,749	1,059
<b>Total donations</b>	<b>161,177</b>	<b>19,911</b>	<b>173,397</b>	<b>20,983</b>
<b>Investment income</b>	<b>1,648</b>	<b>204</b>	<b>13,769</b>	<b>1,666</b>
<b>Other incoming resources</b>	<b>10,343</b>	<b>1,278</b>	<b>10,144</b>	<b>1,227</b>
<b>TOTAL INCOMING RESOURCES</b>	<b>927,921</b>	<b>114,629</b>	<b>954,127</b>	<b>115,460</b>
<b>RESOURCES EXPENDED</b>				
<b>Costs of generating other donations</b>	<b>47,044</b>	<b>5,811</b>	<b>47,120</b>	<b>5,702</b>
Long-term development cooperation	516,955	63,861	499,091	60,396
Humanitarian assistance	321,860	39,760	314,374	38,043
Advocacy for global justice	57,662	7,123	63,409	7,673
<b>Total international cooperation</b>	<b>896,477</b>	<b>110,745</b>	<b>876,874</b>	<b>106,112</b>
<b>Governance costs</b>	<b>52,191</b>	<b>6,447</b>	<b>50,790</b>	<b>6,146</b>
<b>TOTAL RESOURCES EXPENDED</b>	<b>995,713</b>	<b>123,004</b>	<b>974,785</b>	<b>117,960</b>
<b>NET INCOME (EXPENDITURE) FOR THE YEAR</b>	<b>(67,791)</b>	<b>(8,374)</b>	<b>(20,658)</b>	<b>(2,500)</b>
<b>Net movement in funds</b>				
Transfer to (from) unrestricted funds	(9,301)	(1,149)	19,451	2,354
Transfer to (from) funds with internally imposed restrictions	0	0	0	0
Transfer to (from) funds with externally imposed restrictions	(58,491)	(7,226)	(40,109)	(4,854)
<b>Total net movement in funds</b>	<b>(67,791)</b>	<b>(8,374)</b>	<b>(20,658)</b>	<b>(2,500)</b>

# BALANCE SHEET AS OF 31 DECEMBER 2018

Exchange rate 31 Dec 2018: 8.68952  
Exchange rate 31 Dec 2017: 8.21125

(NOK '000) / (USD '000)	31.12.2018	31.12.18 USD	31.12.2017	31.12.17 USD
<b>ASSETS</b>				
Tangible fixed assets	49,476	5,694	53,136	6,471
<b>Subtotal fixed assets</b>	<b>49,476</b>	<b>5,694</b>	<b>53,136</b>	<b>6,471</b>
Stocks	1,710	197	2,220	270
Debtors	94,763	10,905	71,841	8,749
Investments	166,381	19,147	288,851	35,177
Cash at bank and in hand	221,809	25,526	199,217	24,261
<b>Subtotal current assets</b>	<b>484,662</b>	<b>55,775</b>	<b>562,129</b>	<b>68,458</b>
<b>TOTAL ASSETS</b>	<b>534,138</b>	<b>61,469</b>	<b>615,265</b>	<b>74,930</b>
<b>FUNDS AND LIABILITIES</b>				
<b>FUNDS</b>				
Unrestricted funds	151,620	17,449	160,921	19,598
Funds with externally imposed restrictions	45,190	5,201	103,681	12,627
<b>TOTAL FUNDS</b>	<b>196,811</b>	<b>22,649</b>	<b>264,602</b>	<b>32,224</b>
<b>LIABILITIES</b>				
Accruals for pension liabilities	43,847	5,046	56,863	6,925
<b>Total long-term liabilities</b>	<b>43,847</b>	<b>5,046</b>	<b>56,863</b>	<b>6,925</b>
Project balances, advances from donor	201,868	23,231	218,110	26,562
Other short-term liabilities	91,612	10,543	75,689	9,218
<b>Total short-term liabilities</b>	<b>293,480</b>	<b>33,774</b>	<b>293,799</b>	<b>35,780</b>
<b>TOTAL LIABILITIES</b>	<b>337,327</b>	<b>38,820</b>	<b>350,663</b>	<b>42,705</b>
<b>TOTAL FUNDS AND LIABILITIES</b>	<b>534,138</b>	<b>61,469</b>	<b>615,265</b>	<b>74,929</b>

# NORWEGIAN CHURCH AID'S COUNCIL 2018

NCA's Council consists of representatives from Christian denominations or church groups in Norway, and are appointed by them. The appointees are as follows:

- **Church of Norway**  
1 representative from each Diocesan Council and 7 members elected by the Synod
  - **National Christian organisations for youth work and home mission – The YWCA-YMCA of Norway**  
1 representative
  - **The Evangelical Lutheran Free Church of Norway**  
1 representative
  - **The Free Evangelical Congregations**  
1 representative
  - **The Baptist Union of Norway**  
1 representative
  - **The Mission Covenant Church of Norway**  
1 representative
  - **The Salvation Army**  
1 representative
  - **The United Methodist Church in Norway**  
1 representative
  - **The Pentecostal Movement in Norway**  
2 representatives
- Observers:  
**NORME**  
**Global Aid Network**  
**The Christian Council of Norway**

# NORWEGIAN CHURCH AID'S BOARD 2018

AS OF 31.12.2018

Mr. Kjetil Aano, **Chairman**  
 Ms. Sissel Vartdal, **Vice Chairman**  
 Mr. Kjetil Drangholt  
 Mr. Ottar Mæstad  
 Bishop Rev. Ingeborg S. Midttømme  
 Ms. Tone Lindheim  
 Ms. Anne Skoglund

Ms. Kjersti Toen  
 Mr. Bo Christoffer Brekke  
 Ms. Embla Regine Mathisen, Change-maker  
 Mr. Odd H. Evjen, elected employee  
 Ms. Gunn-Inger Røkke Ruud, elected employee

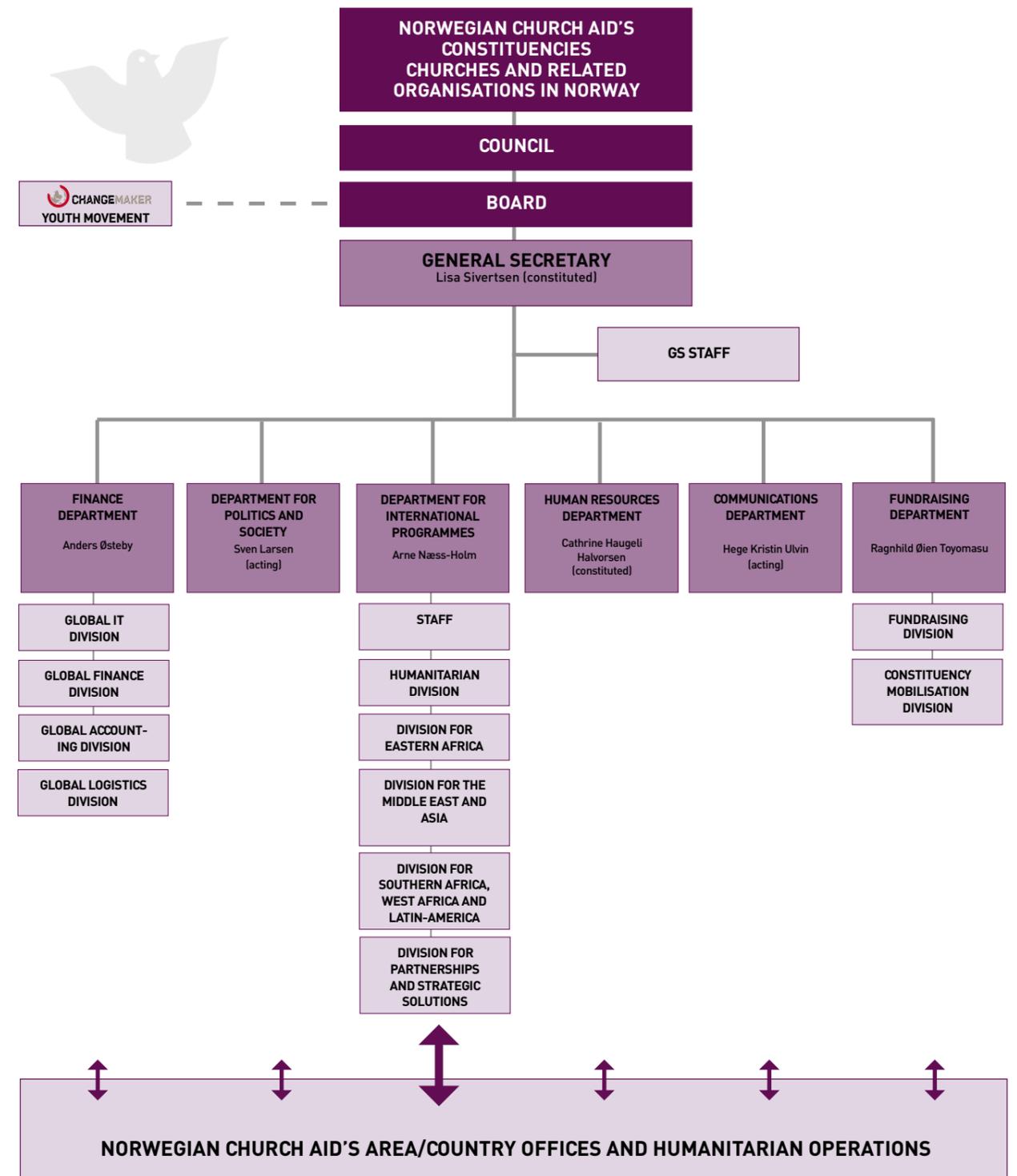


Kjetil Aano, **Chairman**



From the left: Embla Mathisen, Sissel Vartdal, Ottar Mæstad, Kjersti Thoen, Tone Lindheim, Anne Skoglund, Kjetil Drangholt, Gunn Inger Røkke Rud, Andrej Viotti (on behalf of Odd H. Evjen) and Ingeborg Midttømme. Bo Christoffer Brekke was not present. Photo: Håvard Bjelland/Norwegian Church Aid

# NORWEGIAN CHURCH AID'S ORGANISATION CHART AS OF 31.12.2018



**NORWEGIAN CHURCH AID**  
actalliance



**NORWEGIAN CHURCH AID**  
actalliance

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Street address: Bernhard Getz' gate 3, 0165 Oslo, Norway

Postal address: P.O. Box 7100, St. Olavs plass, 0130 Oslo, Norway

Account no.: 1594 22 87248

## 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!



Kirkens Nødhjelp



@kirkensnodhjelp



@kirkensnodhjelp



Kirkens Nødhjelp

**[www.nca.no](http://www.nca.no)**