Contents

FOREWORD BY CHAIRMAN OF THE BOARD 4

1 INTRODUCTION 5
1.1 CONCENTRATED GROWTH FOR PROGRAM QUALITY 6
1.2 RESULTS AND ACCOUNTABILITY 7
1.3 NCA COMPARATIVE ADVANTAGE AS A FAITH-BASED CIVIL SOCIETY ORGANIZATION (CSO) 8
1.4 FUTURE CHALLENGES 9

2. REGIONAL OVERVIEW 11
2.1 AFRICA 11
2.2 ASIA AND THE MIDDLE EAST 13
2.3 LATIN AMERICA, THE CARIBBEAN AND EUROPE 16

3. STRENGTHENING CIVIL SOCIETY 18
3.1 PRIORITIES AND STATUS 18
3.2 MAIN ACHIEVEMENTS AND SELECTED RESULTS 18
3.2.1 Working globally with the ACT Alliance for an effective civil society 18
3.2.2 Strengthening Local Civil Society through Country Programs 19
3.2.3 Deviations and Lessons Learned 23

4. NCA GLOBAL PROGRAMS 24
4.1 INTRODUCTION 24
4.2 THE RIGHT TO PEACE AND SECURITY 26
4.2.1 Women, Peace and Security (WPS) 28
4.2.2 Community Violence and Small Arms Control (CVSAC) 30
4.2.3 Faith Communities and Peace Building (FC&PB) 32
4.3 GENDER JUSTICE 36
4.3.1 Gender-based Violence (GBV) 36
4.3.2 Women in Governance (WIG) 40
4.4 ECONOMIC JUSTICE 44
4.4.1 Livelihood and Trade (L&T) 44
4.4.2 Resources and Finance (R&F) 48
4.5 CLIMATE JUSTICE 51
4.5.1 Climate Change Mitigation (CCM) 54
4.5.2 Climate Change Adaptation (CCA) 56
4.6 THE RIGHT TO WATER AND HEALTH 59
4.6.1 Social Mitigation of HIV and AIDS 60
4.6.2 Access to Quality Health Care 64
4.6.3 Water, Sanitation and Hygiene (WASH) 66
4.7 MAINSTREAMING DEVELOPMENT PRINCIPLES 69

5. NCA INTEGRATED APPROACH 70
5.1 EMERGENCY PREPAREDNESS AND RESPONSE 70
5.1.1 Main priorities and status 70
5.1.2 Selected results 71
5.2 GLOBAL ADVOCACY 75
5.2.1 Main priorities and Status 75
5.2.2 Selected Results 75
5.3 MOBILIZATION OF PEOPLE AND RESOURCES IN NORWAY 78
5.3.1 Integrated Brand-building and mobilization 78

6. SECURITY MANAGEMENT 80

7. EVALUATIONS 81

8. FINANCIAL SUMMARY 83

9. ANNEXES 84
WORK AGAINST CORRUPTION 84
INCIDENT REPORT (IR) 85
STATEMENT OF ACQUISITION & USE OF FUNDS AND BALANCE SHEET 86
NORWEGIAN CHURCH AID’S COUNCIL & BOARD 87
HUMAN RESOURCES GLOBALLY 88
NORWEGIAN CHURCH AID’S ORGANIZATION CHART AS OF 1.6.2012 89
AUDITORS OPINION 90
In 2011, we have in special ways been reminded of our vulnerability, both with regards to the terrible terrorist events in Norway on 22 July and in connection with Norwegian Church Aid’s work.

Vulnerability is the focus in two of Norwegian Church Aid’s program areas. One is connected with random acts of violence. Consequently, Norwegian Church Aid has assumed a leading role in an ecumenical initiative aiming to limit the trade in small arms through international treaties, Ecumenical Campaign for a Strong and Effective Arms Trade Treaty, coordinated by the World Council of Churches. The other concerns the consequences of climate change. Norwegian Church Aid was actively involved at the Durban Climate Change Conference, COP 17, and was a main actor organizing the Climate Caravan, which in particular mobilized youth in the effort to reach responsible political agreements.

Both in the fight for improved security and for climate justice, being a part of a credible and competent network is critical. Norwegian Church Aid’s identity as a faith-based organization prepares the ground for good collaborative relationships; knowing that we share basic values and goals facilitates the sharing of resources in our common efforts.

The cooperation within the ACT Alliance is a good example of this, enabling targeted and effective efforts. This applies both when facing acute need of aid, like after the tsunami in Japan and following the civil war in Libya. However, it especially applies with regard to long-term crises like the one in the Horn of Africa where hundreds of thousands of people are affected by drought and political unrest.

One of the great events in 2011 was the creation of South Sudan as an independent state. This is an area where Norwegian Church Aid has been involved for decades – with many disappointments, which sometimes gave rise to questions about the usefulness of our efforts. Now we see that much of what was sown bears fruits. Many of those who today are in leading positions responsible for the formation of the new nation are former Norwegian Church Aid employees. Competency has been built and a vision of what is possible to achieve by joining forces. Therefore it is both natural and necessary for Norwegian Church Aid to continue to be actively involved in South Sudan in the years to come.

News reports from South Sudan show that the country still faces enormous challenges and that the risk of military conflict is imminent. It is a reminder that many different factors affect people’s lives. When something goes wrong, the poor are always the ones first affected. Norwegian Church Aid is therefore firm in its conviction that aid and long-term assistance must be tied to advocacy, also in our own country. Everything is connected, both the processes which lead to injustice and suffering, but also the efforts to uphold justice and human dignity.

Norwegian Church Aid wants to play a role together with many others in the fight to create a better world.

The bomb blast that hit the government buildings in Oslo on July 22 also shook Norwegian Church Aid’s offices. During the following days messages trickled in conveying concern and solidarity from cooperation partners around the world. Normally such messages are sent in the opposite direction when events take place dramatic on other continents. This time tragedy struck at home and we were on the receiving end of compassion. This experience says two important things about Norwegian Church Aid and the work in which we are involved. Firstly, we are bound together in a global network of mutual commitment and care. We are joined together with other good forces in the fight to create a safer and more just world. Secondly, it shows that we are all vulnerable and that we need each other.

The focus of this report is on the results from Norwegian Church Aid’s (NCA) international work, as it relates to the organization’s Global Strategy for 2011–2015. The report covers all NCA activities, regardless of funding source, and aims to give a comprehensive picture of what the organization has achieved with the total resources we have managed to mobilize in 2011. Norad remains one of our single largest donors and this report also constitutes the formal Annual Progress Report to Norad under agreement QZA: 10/0195.

In 2011 NCA spent a net of NOK 732 million (2010: 696 million) for our international programs. Among the largest contributors were Norad with NOK 217 million (2010: 207 million) and the Norwegian Ministry of Foreign Affairs with NOK 209 million (2010: 238 million). Other donors contributed with NOK 175 million with key donors such as United Nations and ACT Alliance. Fundraising from private individuals, congregations and businesses in Norway contributed with NOK 172 million. We extend our sincere thanks to all those who contributed financially to NCA’s work in 2011.
1.1 CONCENTRATED GROWTH FOR PROGRAM QUALITY

2011 was the first year in implementing the NCA Global Strategy 2011–2015 (GLS), which lays out 5 strategic priorities for the organization:

- Right to Peace and Security
- Gender Justice
- Economic Justice
- Climate Justice
- Right to Water and Health

These strategic priorities are broad ambitions that give direction to NCAs international programs, as well as work with advocacy and mobilization of people and resources in Norway. In our international programs, these strategic directions have been further developed into 12 concrete Global Programs.

During this period, a main strategy is to reduce the number of country programs and limit the number of partner organizations and thematic priority areas within these programs. This form of concentration was recommended in earlier organizational assessments (e.g. Norad 2007) and aims to strengthen NCAs capacity for follow-up and ultimately improve program quality.

During the first year of the GLS, further steps were taken to limit the number of Country Programs. By end 2011, NCA had gone through a portfolio review and decided to have full programs in 21 countries with 18 NCA Representatives by end 2012. In addition, by end 2011 NCA continued limited support in an additional 15 countries. These limited interventions are small but strategic and for the most part managed by NCA Country Offices in the region. Examples of limited interventions include: Erreetrea where it was necessary to close our Country Office in 2011 due to an increasingly difficult political context.

We continue to provide limited support through a few local churches as part of a long-term strategy to support political space for local civil society. Russia where we provide limited support to the Russian Orthodox Church as part of our international ecumenical commitment to help strengthen the social justice agenda of the church through support to work on gender-based violence and HIV and AIDS. India where NCA provides financial support and facilitates inter-faith peace dialogues, which are strategic for peace and security work in Pakistan and Afghanistan. Cuba where NCA provides limited funds, but has actively facilitated participation of journalists and other civil society representatives in regional peace and reconciliation networks and arenas. NCA will continue to support a limited number of such initiatives throughout the period. In addition, we will seek to transfer other of these initiatives to relevant members of the ACT Alliance and anticipate that the overall number of countries here will also be reduced within 2015. This shows a general trend of concentration from 65 countries in 2000 to 46 countries in 2010 and 36 countries by end 2011.

In 2011, NCA has developed full 5-year Country Program plans for 19 out of 21 priority countries. The remaining 2 (Burundi and Pakistan) will finalize their 5-year plans in 2012.

It is NCAs ambition to maintain and strengthen these 21 Country Programs throughout the period. This will require proactive work to secure adequate levels and diverse sources of funding. A key strategy to strengthen the quality of these programs is that each country shall choose a maximum of 5 of the 12 Global Programs for implementation at country level. We believe this thematic concentration will facilitate more targeted competence development of NCA head office and local staff and improve the quality of accompaniment they provide local partner organizations - both in development of quality projects/programs and in tracking and reporting results.

Chapter 4 provides an overview of how these programs have been implemented at country program level. During this GLS period, we plan to highlight 2 Strategic Priorities each year. For 2011, we will spotlight:

- Right to Peace and Security
- Climate Justice

These sections will include change stories in addition to the reporting on statistics, results, deviations and lessons learned, which is standard for all Global Programs.

In general, we see that it has taken time to understand the GLS in relation to country contexts and make relevant decisions on what programs to prioritize. We anticipate the need for adjustments in a number of Country Programs in 2012, and this will affect the composition and size of the 12 Global Programs.

1.2 RESULTS AND ACCOUNTABILITY

In recent years NCA has experienced growing demands for better documentation of results and higher expectations for accountability, especially to the rights-holders, which we aim to assist.

Selected Output Indicators

During this strategy period, NCA will endeavour to develop and report on one global indicator for each of the 12 Global Programs. It has been demanding to find an indicator that is relevant to a wide variety of country contexts and also possible to aggregate. We have therefore settled on the concept of Selected Output Indicators (SOIs), which is mainly a statistic measuring number of rights-holders we have reached in each of the programs. The 2011 statistics, which are reported on for each of the 12 Global Programs, were intended to form baseline data for each of the programs. We see there is need to revise definitions for 2 of the SOIs and some Country Programs have not managed to report in 2011, so we will not have reliable baseline data until 2012. However, it has been a good learning experience to roll out the global indicators and we have gained important insights in 2011 on how to proceed.

We have in 2011 also improved the quality of reporting on financial resources used per global program. While neither the SOIs nor spending per program gives a holistic picture of Global Program results, we do think they provide relevant basic information. We will continue work to improve reporting on qualitative results, because we see that most important results of our work are not those that are easiest to count. We will continue work to develop good outcome indicators at Country Program level and also improve the quality of our reporting on most significant change stories.

Accountability

There has been considerable discussion on CSO accountability. As an autonomous development actor in its own right, NCA is not per se a signatory to government policies or commitments. In many settings, it is in fact a CSO task to challenge unjust policy and practice. NCA is of course accountable to its constituency through statutes and governing bodies. In addition we have voluntarily committed to seek certification under the 2010 HAP Standard in Accountability and Quality Management. A quality assurance audit consists of a management in Oslo, Norway (head office) in August 2011 and in Nairobi, Kenya (program site) in September 2011. After this rigorous quality assurance process, NCA was the first CSO globally to achieve certification against the revised 2010 HAP standard. The audit provides a public means of verification to NCA and our stakeholders of our commitment to accountability in everyday programming. It also highlights our achievements in promoting good accountability practices across the organization and with our partners. This certification is valid for a period of 3 years and requires continuous improvement in practice to keep the certification.
1.3 NCA COMPARATIVE ADVANTAGE AS A FAITH-BASED CIVIL SOCIETY ORGANIZATION (CSO)

In 2011, NCA has increased focus on understanding and applying the organization’s comparative advantage as a Norwegian, faith-based civil society organization (CSO).

In our international programs, we have in 2011 annual country reports required more specific qualitative reporting in relation to NCA’s main strategies for strengthening local civil society. Chapter 3 provides an analysis of key results related to these main strategies:

• Mutual Capacity Development – which shows how NCA has facilitated learning and exchange among country programs and partners on different aspects of program implementation.

• Support to building strategic networks and alliances – a top priority in many countries has been NCA contributions to building strong National ACT Forums which bring together both international and local ACT members. The ACT Forums have a dual purpose of building vertical alliances (an international ecumenical [FBO] identity and an on range of international issues – such as climate change) and strengthening horizontal linkages particularly in building capacity and coordination of ACT emergency interventions. We also see evidence of NCA Country Programs providing support to a range of locally initiated CSO platforms and networks, which contribute to stronger CSO voice and influence on a range of national policy issues.

• Mobilizing people for social change: The annual country reports show a number of examples of how NCA has supported local partners’ initiatives to mobilize people for advocacy work on a range of issues – including national legislation against child trafficking in Malawi, against gender-based violence in Pakistan and youth mobilization on climate change through the We Have Faith Campaign in Africa. NCA’s role has been to challenge, inspire and support such initiatives.

Work to strengthen local civil society is highly contextual. For a more detailed account of how NCA has supported this work in 2011, the reader is referred to NCA Annual Country Reports, which are available upon request.

For NCA, strengthening civil society is not just a programmatic agenda for our international programs work. Being an effective and accountable civil society actor is part of our organizational identity and central to how we work in promoting democratic social change. Being a strong civil society actor in Norwegian society is therefore equally important to NCA. The following provides some important highlights from 2011:

• NCA developed rights-based positions on potentially sensitive issues for some church constituencies in Norway and invited representatives to debate and reflect. In 2011, these issues included: Women and girls’ right to legal and safe abortion as an important aspect of maternal health care; and NCA’s work for a just peace between Israel and the Occupied Palestinian Territories (oPt).

• As part of NCA’s international mobilization on climate change and COP 17 in Durban, NCA again organized a series of regional debate meetings with local congregations and communities in Norway.

• NCA mobilized 1250 local churches and some 40,000 youth for our door to door Lenten Campaign, which also included political awareness raising for both on global economic justice issues.

• NCA also gave Norwegians the opportunity to engage actively in an Economic Justice Campaign calling on the Norwegian government to impose country-by-country reporting for companies listed in the Oslo Stock Exchange. This was part of NCA’s broader engagement in the international Tax Justice Network.

NCA also gave priority to fulfilling responsibilities as an international CSO in 2011. Most noteworthy in 2011 was the work on climate change policies culminating in COP 17 in Durban. NCA worked systematically in raising awareness, mobilizing and linking together faith actors (especially youth) from local communities/organizations in Norway to local communities/organizations in Africa. NCA was instrumental in ensuring a visible and recognized presence of the faith community at COP 17 in Durban, South Africa. For more details see Chapters 4.5 and 5.2.

In 2011, NCA continued to work actively through the ACT Alliance on the agenda of Development Effectiveness. We participated in the international civil society platform Better Aid and Open Forum for CSO Development Effectiveness. Through these platforms, NCA helped to organize the active participation of an ACT delegation in the High Level Forum on Aid Effectiveness in Busan, South Korea in November 2011. Together with other civil society actors, ACT campaigned successfully to keep the agenda of improved standards for civil society enabling environment and rights-based development in the Busan Global Partnership for Development Cooperation – which will shape future standards for development cooperation.
Emerging economies (such as China, South Korea, Brazil and South Africa), which were recently aid recipients, have become important new aid actors. Negotiations in Busan gave high priority to wooing new aid actors to become signatories of the Busan Partnership for Effective Development Cooperation. In the end, countries like China and India did sign, but on the condition of “differential commitments,” which means different aid actors sign up for different levels of accountability to formerly agreed international standards. NGOs participating in Busan were disappointed that traditional allies (European governments) were willing to accept watered-down rights language to get the Chinese on board. The post-Busan development cooperation mantra is global light and country specific. This provides positive opportunities for development policy and cooperation agreements that are more tailored to specific partner country needs and make more active use of country systems for managing development funds. On the other hand, it can also mean the erosion of important international standards and commitments for development effectiveness. The 2015 end date for the Millennium Development Goals is fast approaching and it is unclear whether poverty reduction or economic growth will be the main focus of future international development cooperation. The trend of shrinking political space for civil society organizations and human rights defenders, suggests that the agenda of rights-based development may also face an uncertain future, especially if international human rights standards are seen as subordinate to economic growth agendas.

Another major focus emerging post-Busan is the agenda of inclusive growth and the role of private sector. In the context of shrinking public aid budgets, the international community is increasingly looking towards mobilizing new resources for development, and private sector represents an important new source of funding. In developing countries, private sector is seen as having a central role in advancing innovation, creating wealth, and mobilizing new resources for development, and private sector acts as politically influential radical members of the High Council of Islam threatened the government and civil society not to promote “values that are against our culture and history”. This made it more difficult for NCA and partners to advocate for women’s rights to participation and a life free from violence (FGM).

NCA will need to examine new ways of engaging with private sector, especially through its Economic Justice programs at partner country level. We have a good track record of working on Corporate Social Responsibility agendas at macro-level and have also supported various micro-level income generating activities. A future challenge is to explore new strategies for cooperation with private sector to promote pro-poor and sustainable livelihood interventions at micro-level. Private sector actors may have expertise in entrepreneurship and business development, but NCA has over 60 years of experience in promoting local community development in contexts of poverty and marginalization. Both kinds of expertise will be crucial to promote truly inclusive growth.

There are also some challenges connected to the welcome contribution of new and emerging donors in developing countries. Private sector investments and transactions by these donors are less subject to the transparency that has been promoted among traditional donors and civil society actors during the last decade. In the context of dwindling bilateral aid, governments in the global South may be tempted to accept more secrecy and worse terms in their efforts to attract new investments from the private sector and new aid donors. Securing transparency and accountability is therefore more important than ever, and civil society has a crucial role to play.

As a faith-based civil society actor, NCA’s core contribution to effective development cooperation is active citizenship. Development is ultimately about addressing inequality — those who have and those who do not. Good development work is therefore by nature political and involves addressing unjust power imbalances at all levels of society — from family, to community, to national and global levels. Development built on human dignity and basic rights requires the active engagement of people as citizens. For poor and marginalized people in countries with weak democracies, citizens are the space where poor people organize, learn their rights and learn how to engage as citizens. NCA and our local partners have been working on this agenda for decades, but we are not good enough in telling the positive results of this particular core contribution. After the Arab spring, it is more important than ever that we document and disseminate the positive contributions of active citizenship to poverty reduction and sustainable development.

2. REGIONAL OVERVIEW

2.1 AFRICA

In 2011 NCA was present through country representatives in the following countries in Africa: Mali, Eritrea, Ethiopia, Sudan, South Sudan, Malawi, Zambia, Angola and Tanzania. NCA has a Regional Representation in South Africa, covering limited activities in Zimbabwe, Mozambique, Namibia and Botswana, and Area Offices in Rwanda, covering Burundi and DRC and in Kenya, covering Kenya and Somalia. NCA supports some work in Mauritania and in Western Sahara (the Saharawi refugee camps in Tindouf, Algeria). We will phase out of Mauritania during this strategy period.

The following are some of the external factors that have impacted NCA’s work in 2011:

- The trend of shrinking political space for civil society action has continued during the year. In some countries, like Eritrea, Ethiopia, Zimbabwe, Malawi, Angola and Sudan, the situation worsened in 2011, as authorities went to considerable lengths to suppress demonstrations and restrict the policy space for civil society organizations. In Ethiopia, new CSO legislation necessitated closure of NCA’s partnerships with organizations working on human rights and governance issues and a realignment of NCA’s country strategy to adjust to the new legislation. In Malawi, staff from some of our partners faced harassment from authorities after participating in peaceful demonstrations. In DRC, politically motivated human rights violations increased as elections approached. Finally, in Mali, the space for working on women’s rights was restricted.

- Many millions of people were estimated to be facing severe food insecurity in the Horn of Africa (Kenya, Somalia, Ethiopia) as a result of drought related to climate change. NCA and partners in the ACT Alliance responded to this situation through emergency food and water operations to save lives. Thanks to adequate emergency preparedness strategies, this emergency situation did not have major implications.

Africa: Distribution of Global Programs based on expenditure 2011
for the implementation of other, planned activities. However, it reinforced our focus on improving our disaster risk reduction and climate change adaptation strategies. Also in Northern Mali and Mauritania drought and food insecurity are constant challenges.

- The levels of conflict and insecurity were precari-
ous in Sudan, South Sudan, East DRC and in Northern Mali in 2011. Somalia was engulfed by in-
tensive fighting for most of the year, making relief op-
erations difficult. Thanks to good relations with local communities, NCA’s partners managed to reach the emergency struck rights-holders as planned. NCA national staff in our Khartoum office fled to South Su-
dan due to issues related to citizenship for Southern-
er’s living in Sudan. In June an armed conflict erupted in the Nuba Mountains (South Kordofan State) and NCA had to terminate all activities inside the conflict area due to lack of access for UN and humanitarian organizations. In South Sudan NCA felt massive pres-
sure to expand its work as people returned from the North needing assistance from humanitarian agen-
ties. The situation in South Sudan is insecure, as the many years of civil war have left many arms in the hands of civilians. During the year there were many armed ethnic clashes between civilians. NCA sees that there is a need for increased focus on peace building work in South Sudan. In South and North Kivu (DRC) there is continued insecurity as a result of frequent attacks by armed groups and the gov-
ernment forces on the civilian population (including sexual violence). Our partners in the IDP camps are experiencing an increase in the caseload of displaced people fleing the attacks. Finally, in Northern Mali, the security situation deteriorated dramatically in 2011. Several foreigners were abducted by al Qaida in North Africa/the Maghreb, both from Timbouf in Algeria and Northern Mali. The situation became increasingly tense with the return of Malian mercenaries from Libya in March 2011. Towards the end of the year, it became clear that returns from Libya had created a new rebel movement, the MNLA, gaining force until the Diaspora finally announced their intentions for an independent Northern Mali. Some of NCA’s own and partners’ staff fled to neighboring countries as a re-
sult of this insecurity situation.

Some strategic choices were made in 2011 with regard to NCA’s aim of concentrated growth. The country repre-
sentation in Eritrea was closed down in 2011 due to the increasingly difficult political climate for international CSOs. Only a limited support primarily to faith-based partners will be continued. In the Great Lakes region, a choice was made to close the area office in Rwandan and phase out all activities. From 2012 activities in the Great Lakes region will be followed up from NCA offices in Burundi and DRC. Hopefully these choices will have a positive impact on the quality of our work in the years to come, as we will be able to increase our atten-
tion to a reduced number of countries and partners.

In June 2011, the former NCA sub-office in Juba was upgraded as a Country Office for the newly indepen-
dent South Sudan. NCA hopes that our Country Office in Juba will be an effective contribution to strengthen-
ing civil society and that this in turn will contribute to positive and democratic nation building. We believe that the churches have a particular role to play in this na-
tion building process, and will give a strong emphasis to strengthening this part of civil society.

Another strategic step that was taken in 2011 was to transform our regional representation in South Africa to a Policy and Advocacy Office for Southern Africa. This set-up will hopefully enable us to achieve good results in the area of political and economic advocacy in South-
ern Africa.

The new global ACT Alliance became a reality in 2011, and this had some impact on some of our Country Pro-
grams. In Zambia, NCA merged its operations with sister organizations Christian Aid and Dan Church Aid into a Joint Zambia Program, managed by NCA. This, we hope, will in the long run result in a strengthened program and more cost-effective management. In other countries in Africa, such as Malawi and Somalia, there has been a strengthened focus on collaborating more strategically with national and international ACT Alli-
ance partners. In Somalia, the ACT cooperation enabled us to mobilize more funds for humanitarian relief operations than would have been possible on our own and thereby helped us to reach more rights-holders.

In terms of NCA’s strategy to diversify our funding base, NCA made a strategic choice in East Africa in 2011 to re-
cruit a Regional Funding Officer, based in Nairobi. This, we hope, will be an important contribution towards the aim of expanding NCA’s non-Norwegian donor funding base in the region. In DRC NCA experiences that fund-
raising is becoming increasingly challenging because of the conjuncture of different factors, such as donor fa-
tigue as a result of a protracted crisis, new emergency crises in other and strategic places (Libya, Mali, South Sudan, etc), to mention a few.

In East Africa, Great Lakes and Southern Africa, faith-
based organizations and networks remain NCA’s core partners. A general strategy is to link resource and knowledge based organizations to our faith-based part-
ners. In the previous years much effort was put into es-
tablishing strong country- and issue-based platforms (e.g. in Tanzania and Ethiopia). In 2011, similar efforts were made in DRC. We hope that these national and regional platforms will contribute to achieving results with regard to peace and security and in the area of women’s rights (gender-based violence).

2.2 ASIA AND THE MIDDLE EAST

NCA was in 2011 present in the region through country offices in Vietnam, Afghanistan and Pakistan, a regional office in Laos (covering Laos, Thailand and Myanmar) and an area office in Jerusalem (covering Israel and the Occupied Palestinian Territories). In addition, NCA has a sub-office in Thailand (follow-up of HIV and AIDS work and border based humanitarian programs in the Myan-
mar program) and a sub-office in Myanmar.

In addition, NCA supports some work in India and Bang-
ladesh in South Asia and in Lebanon, Syria, Jordan and Egypt through the Middle East Council of Churches (MECC).

Some key external factors impacting NCA’s work in 2011 can be summarized as follows:

- The policy space for national and international civil society organizations remains limited and shrinking in several of the countries mentioned above. This trend is part of a worldwide negative trend to control the space for civil society actors.1 NCA is concerned about the situation in Pakistan, where there is a risk

1 http://www.actalliance.org/resources/publications/Shrinking-politi-
cal-space-of-civil-society-action.pdf
Political tension and crisis prevailed in the region in 2011, and there was a general deterioration of the security situation, seriously impacting the lives of ordinary men and women, national and international organizations and authorities. In Afghanistan and Pakistan, armed opposition groups and suicide bombers targeted authorities as well as international organizations and their interests. There are clear indications of a shrinking humanitarian space: Staff of national and international NGOs have been abducted and in a few cases killed. Despite this situation, activities were by and large carried out as planned by NCA and partners. Being a church-based organization in countries like Afghanistan and Pakistan is demanding and associated with certain risks. In Afghanistan, we are attempting to mitigate these risks by strengthening our relationships with key stakeholders, including partners, influential individuals and leading personnel in Ministries. Providing accurate information about the content of our programs is another important strategy. The ongoing armed conflict between the government of Myanmar and the non-state armed actors in Southeastern Myanmar, and limited access to this area from Yangon, made it necessary for NCA to continue providing humanitarian assistance to IDPs in this area through programs administered from Thailand. The current political and security situation is still putting limitations on NCA's access to monitor certain project areas, further compounds the humanitarian situation for the rights-holders living in the area, and at times restricts partners from accessing rights-holders with assistance. In Syria, ongoing violence has led to an increased need for humanitarian crisis in many parts of the country. Many Syrians have fled from their homes, either to more stable parts of the country or to Lebanon and Jordan. NCA is monitoring the situation and needs to contribute through ACT.

In this region, NCA also made some strategic choices in 2011 with regard to the aim of geographical concentration. In Sri Lanka, NCA's regional office was closed and all activities phased out in 2011. NCA's work through two partners in Nepal was also phased out in 2011. A decision was made in 2011 to phase out our support to partners in Bangladesh by the end of 2012. NCA also phased out all activities in Iraq in 2011, and closed the NCA country office in Amman that had been following up the Iraq program, handing over the office to ACT member PCA.

In Myanmar, the process of applying for NCA's official presence has gained impetus, so too has the process of employing an expatriate program manager to facilitate the expansion of the current program whilst maintaining its quality.

In Asia and the Middle East, NCA is an active member of several National ACT Forums. ACT National Forums are important spaces for NCA and other national and international ACT Alliance members in partner countries and an important NCA instrument in strengthening horizontal linkages with local civil society organizations. In Myanmar NCA shares office with several ACT Alliance members and has taken an active role in the ACT Myanmar Forum, amongst other things through contributions to joint capacity building, monitoring of partners and projects, horizontal networking and communication needs assessments. In Jerusalem NCA continues to be actively engaged in the ACT Palestine Forum. In Laos, with the prospects of both Lutheran World Federation and Dan Church Aid becoming operational in the country during 2012, it is likely that a Laos ACT Forum will be established. In 2011 NCA has assisted these two organizations in the process of establishing representations in Laos. The three ACT members will open a joint ACT Alliance office in Vientiane in 2012.

As regards the funding base for NCA and partners' work in Asia and the Middle East, it consists of a mix of grants from Norwegian donors, other international donors, charitable foundations and the private sector. In Southeast Asia it is becoming increasingly challenging to raise funds for long-term development work. NCA offices in Vietnam and Laos have in 2011 put a considerable effort into fundraising. In Vietnam, despite some successful applications for funding, the number of national staff was significantly reduced due to unsuccessful attempts to enter new agreements with two key donors, USAID and the Norwegian Embassy. On the other hand, in both Vietnam and Laos NCA managed to raise funds from Statkraft for new projects on renewable energy.

There is a range of different types of partners in this region, from the predominantly faith-based and Christian partners in the Middle East, to secular and value based partners in Afghanistan, to a mix of national NGOs and inter-faith networks in Pakistan. In the Occupied Palestinian Territory, there have been concerted efforts to build partnerships with Israeli organizations committed to working on a peace building agenda. NCA Country Programs in Laos and Vietnam are primarily operational and implemented in cooperation with the government, mass organizations and community-managed boards. As the space for civil society is opening up to some extent in both Vietnam and Laos, the NCA offices recognize a pressing need to move forward on the transition from operational to a partner based program. In Myanmar, the program needs to adapt to the improving political and humanitarian situation in the country. The increasingly likely prospect of refugees in Thailand and IDPs in the Southeastern Myanmar returning to their homes has meant that the future of NCA's program in this geographic area needs to be reassessed in order to carve out space for partners based on the Thai border. After so many years of restrictions for civil society actors, NCA sees that we have a clear role to play together with members of the National ACT Forum to contribute to strengthening the Myanmar civil society. This will be a key task for our Myanmar Office in the years to come.
2.3 LATIN AMERICA, THE CARIBBEAN AND EUROPE

In 2011 NCA was present in the region through an Area Office in Guatemala, covering Guatemala, Nicaragua and Cuba, and through a Country Representation in Haiti. The work in Brazil and the Dominican Republic was followed up from the Head Office. In Brazil NCA has a local consultant. NCA also supports some limited activities in Armenia, Russia and Serbia. In Armenia and Serbia we work with funds from Ministry of Foreign Affairs, and in Armenia also own funds. In Russia we work with own funds.

We will phase out of Serbia in 2013 and Nicaragua during this strategy period.

The following are some of the external factors that have impacted NCA’s work in 2011:

• The inequality between rich and poor in Latin America remains high. For example, the Brazilian government has pursued increased economic growth, but the cost of these policies for poor people in the country receives little attention. Thus much of the work NCA supports in Brazil is directed towards advocacy for a more just distribution of resources in the country.

• In Central America in general, and in Guatemala in particular, violence is a comprehensive challenge. This regards both use of weapons in society and violence in families, mostly against women and children. 710 violent deaths of women were registered in Guatemala during 2011. The NCA support to organizations working within this field was crucial, both at political level and at grass root level.

• In Haiti, the first months of 2011 were marked by a cholera epidemic which erupted in October 2010, and which called for a joint and rapid response by the whole aid community present in Haiti, including NCA and partners. The election of President Michel Martelly in March 2011 led to initial optimism, not least among Haiti’s poorer classes, who had identified with the new President. Optimism was soon replaced by frustration over the inability to obtain the Senate’s ratification of a new Prime Minister. After two unsuccessful attempts, a compromise candidate was finally ratified in the beginning of October 2011. Overall, the government has not been able to deliver on the main promises made before the elections: providing free universal education and making land available to the IDP population residing in central urban areas. At the same time, there was some progress in closing down IDP camps, especially in central Port-au-Prince.

• In the Dominican Republic the process of reinforcing the application of the 2004 migration law and the Article 18 of the 2010 constitution put a group of key rights-holders – Haitian immigrants and their descendants – at risk of deportation and/or statelessness.

• Shrinking political space for civil society action in Brazil. In the last years there has been a lot of pressure on social movements in Brazil and other Latin American countries. In order to mobilize against this pressure PAD (Processo de Articulação et Diálogo) wrote a report on the issue. Part of this advocacy campaign was a visit of 4 leaders from social movements in Brazil to Norway and Germany.

The Country Programs in the region have some different priorities. In Guatemala, the main emphasis is on Gender Justice and Economic Justice, in Brazil on Economic Justice, Climate Justice and Peace and Security, while in Haiti the main priorities are Peace and Security and Climate Justice.

While NCA in Brazil has half of its budget from Operation Day work campaign 2010, NCA in Guatemala is working hard to get external financing from other sources than Norad. Although not successful in 2011, this work will continue in 2012, with support from Head Office.

Since the NCA Country Office was opened in Haiti in 2010 there has been a struggle to strike a balance between emergency and long-term interventions. When assessing the overall programmatic progress in Haiti and the Dominican Republic over the year, it is clear that a thorough revision of the 5-year strategy is needed to adjust the programmatic objectives and to reflect that NCA is operational in the domain of climate change mitigation (biogas) and WASH.

In Brazil our consultant for many years retired, and NCA recruited a new person before the end of 2011.
3. STRENGTHENING CIVIL SOCIETY

3.1 PRIORITIES AND STATUS

During this strategic period, NCA will work systematically on an agenda of strengthening civil society at the global level and in our Country Programs, as a cross-cutting approach.

In 2011, NCA and the ACT Alliance have been heavily engaged in global work related to Civil Society Organizations’ (CSOs) role in development. Work in Country Programs has continued, with a strengthened focus on NCA being a challenger of core partners and on alliance building within ACT. In total, NOK 138,721,834 has been spent on strengthening civil society in 2011.

3.2 MAIN ACHIEVEMENTS AND SELECTED RESULTS

3.2.1 WORKING GLOBALLY WITH THE ACT ALLIANCE FOR AN EFFECTIVE CIVIL SOCIETY

At the global level, NCA has the following 2 overall goals:

- Improved accountability of CSOs through broad endorsement and application of the Istanbul CSO Development Effectiveness Principles.
- Agreement among all governments on minimum standards for an enabling environment for civil society actors which link to broadly recognized civil and political rights – right to association, right to assembly and freedom of expression.

In 2011, together with the ACT Working Groups on Development Effectiveness and Rights and Development, our main achievements can be summarized as follows:

- Together with other civil society actors, we campaigned successfully to keep the agenda of improved standards for civil society enabling environment and rights based development in the Busan Global Partnership for Development Cooperation – which will shape future standards for development cooperation.
- We launched the report “Shrinking Political Space for CSOs” (see below), based on 10 country case studies from three continents. The report was presented through side-events at UN level in Geneva, New York and Oslo (see below), during CIVICUS’ World Assembly and at national workshops. Government officials, diplomats, UN representatives, CSOs and researchers have participated in discussions related to the findings in the report. We have established good collaboration with key UN Special Rapporteurs as well as CIVICUS for future advocacy on this issue. The findings from this study were used to shape the policy agenda for civil society organizations advocacy for minimum standards for CSOs enabling environment in Busan.
- NCA/ACT Alliance was one of 6 co-organizers of the Oslo Governance Forum in Oslo, together with the Oslo Governance Centre (UNDP). We lobbied successfully to include two principles in the outcome document of the Forum – the “Oslo Governance Principles”, highlighting the importance of rights-based approaches and CSO participation in governance assessments. We believe these principles will be useful to CSOs’ work to mobilize people as citizens.
- NCA’s contribution to capacity development of core partners as effective development organizations includes capacity development in technical areas like planning, monitoring and evaluation and related to institutional identity, including what the organization is and how it relates to others. In short, organizational and staff capacities needed for building a vibrant civil society that: organizes people to advocate for the interests of communities, is a partner with government in service delivery and a co-creator of accountable governance.
- NCA’s work to strengthen our core partners as effective development organizations includes capacity development in technical areas like planning, monitoring and evaluation and related to institutional identity, including what the organization is and how it relates to others. In short, organizational and staff capacities needed for building a vibrant civil society that: organizes people to advocate for the interests of communities, is a partner with government in service delivery and a co-creator of accountable governance.

In 2011 some NCA Country Offices – e.g. in Haiti and Vietnam - started facilitating processes with partners for developing a more coherent approach to building capacity. In the coming years, we will use these experiences as starting point for working more systematically on developing strategies for strengthening civil society in local contexts.

NCA has in 2011 been successful as a broker by accompanying and empowering core partners in the Dominican Republic, Somalia and Vietnam to access new funding sources.

The Just World Exchange Program (JWEP) is an interesting model for mutual capacity development. In 2011, two staff from partners in Brazil and Tanzania provided valuable inputs to NCA in Oslo in the areas of financial management, Right to Peace and Economic Justice. Five JWEP participants from Norway worked in NCA Country Offices.

3.2.2 STRENGTHENING LOCAL CIVIL SOCIETY THROUGH COUNTRY PROGRAMS

The following are NCA’s 3 main strategies for strengthening local civil society and, it is in relation to these, that we will track results:

1. Mutual capacity development to build strong local civil society organizations.
2. Development of dynamic and effective strategic horizontal and vertical alliances among civil society actors for improved development practice and a more robust voice in accountability and policy work.
3. Poor and marginalized people are mobilized as rights holders for social change.

NCA Country Offices are central to NCA’s approach of strengthening local civil society, and have in 2011 worked systematically towards all three outcomes, striving to develop the various roles that they play vis-à-vis our core partners.

Mutual Capacity Development

NCA’s work to strengthen our core partners as effective development organizations includes capacity development in technical areas like planning, monitoring and evaluation and related to institutional identity, including what the organization is and how it relates to others. In short, organizational and staff capacities needed for building a vibrant civil society that: organizes people to advocate for the interests of communities, is a partner with government in service delivery and a co-creator of accountable governance.

NCA’s contribution to capacity development of core partners varies according to the local political context and the characteristics of civil society. In contexts where there is a relatively open political space for civil society and also in some contexts of authoritarian rule, NCA increasingly challenges our core partners through dialogue on issues such as gender, accountability, human rights and the importance of advocacy for changing structures of inequality and injustice. Often, NCA combines the challenge role with a strategy of linking our core partners to resource organizations. As a result, we see an encouraging trend of our core partners embracing new ideas and approaches to working. In Southern Africa, partners are increasingly committed to focusing on women’s participation within their own church structures. Our Tanzanian partners are tirelessly speaking out against economic injustice, and have become among the most significant advocates for such issues in their country. In Angola, FBOs are gradually adopting rights-based approaches. In the new Republic of South Sudan, FBOs were vocal in speaking out against corruption in 2011, and in the Middle East, MECC has taken important steps to improving gender equality within its own structures.

In all types of contexts, NCA plays an important role as a facilitator, accompainer and convener. However, in contexts of limited policy space and a weakly organized civil society, we have developed strategies that are less confrontation-"Al, focusing on building trust and platforms for dialogue among key duty bearers who have the potential to initiate positive social change. In Laos and Vietnam, where NCA has a semi-operational role, our partners are empowered through capacity development to increasingly embrace new approaches and ideas. NCA has promoted the principles of community empowerment and participation in Laos. Through NCA’s ongoing collaboration with FBOs in Vietnam in e.g. HIV and AIDS, the Vietnamese Government increasingly accepts the role of FBOs as actors in social work (see also chapter 4.6.1). In contexts where local civil society is still weak, capacity development initiatives are often directed towards organizational development, including skills training in financial and program management.

In 2011 some NCA Country Offices – e.g. in Haiti and Vietnam - started facilitating processes with partners for developing a more coherent approach to building capacity. In the coming years, we will use these experiences as starting point for working more systematically on developing strategies for strengthening civil society in local contexts.

In 2012 NCA will continue engaging in the post-Busan process, with a particular focus on identifying indicators and good practices related to enabling environment for CSOs.
Development of Strategic Horizontal and Vertical Alignances

In various contexts, NCA’s efforts as a convenor, facilitator or challenger have contributed to establish or strengthen local and international CSO networks and alliances. In Guatemala, where indigenous peoples are subject to human rights abuses such as forced evictions at Martin Mine, NCA contributed to convene indigenous peoples and human rights organizations in a regional alliance to work together with ecologists, human rights defenders, FBGs and women’s organizations. This new alliance was able to present their complaints to the extractive industry and to make judicial complaints to stop the abuses. In Brazil, NCA convened almost 40 local organizations in Barcarena to unite for a dialogue with Norsk Hydro and other companies. In Angola, NCA has challenged and accompanied CICA to take a leading role in the Angolan Ecumenical Network and to start building alliances outside of the religious network. In DRC, during 2011 elections, NCA created an inter-faith platform that reached approximately 1,500,000 church members and promoted non-violent reactions to the election results. In Afghanistan, NCA has been challenging our partners to join or establish horizontal civil society networks, with the result that some have been empowered to start engaging in regional advocacy on issues like peace and gender.

NCA Country Offices made great efforts in 2011 to build alliances within ACT. 2011 marked the start of the ACT Khartoum Forum and the ACT Palestine Forum, increasingly becoming an important space for building alliances, and NDA is chartering several forums and actively participating in others. These Forums are particularly important with regard to emergency response, like in the case of the NCA chaired ACT Somalia Forum, which prepared a successful joint ACT Appeal in 2011, the ACT Khartoum Forum and the ACT Palestine Forum, just to mention a few.

In country contexts with good political space, 2011 was a year of significant efforts by NCA and partners when it comes to alliance building across national borders, often as part of the ACT Alliance. NCA convened the campaign “We Have Faith – Act Now for Climate Justice” in the run up to COP17 in Durban, South Africa (see chapters 4 and 5). This was NCA’s most spectacular event in 2011 with regard to international alliance building and mobilizing especially youth. In Tanzania, the Interfaith Standing Committee on Economic Justice and Integrity of the Creation has developed into a strong platform for joint advocacy on mining and economic justice, thanks to NCA’s long-term commitment as a challenger, accomplice and convenor. This work has resulted in increased exposure of economic injustice in the Tanzanian mining sector, including in Canadian newspaper articles as a result of a lobby trip by the Standing Committee to Canada in 2011 (see chapter 4.4.2).

In 2011, these and other alliance building efforts have contributed to reinforce our partners, particularly FBGs, as an audible voice for global justices especially with regard to Economic and Climate Justice.

Mobilization of Communities for Social Change

For many of NCA’s core partners, with a long tradition of service delivery, it has been a challenge to change the working approach to rights-based approaches. Great efforts have been made by NCA Country Offices in 2011 to challenge and accompany core partners in the direction of mobilization for social change, as well as to link them up to resource partners. NCA’s Country Offices in South Africa, Zambia, Tanzania, Kenya and Malawi were involved in the mobilization of FBGs, communities and more than 168 youth for the COP 17. One important result of these efforts is that the youth helped re-invigorate the African youth and revved networks working on climate change at different levels. The youth succeeded in influencing the final outcome document of the COP 17.

Several Country Programs, such as Angola and Kenya, have challenged and accompanied partners in using Participatory Poverty and Capacity Assessments, an empowerment tool that gives vulnerable communities an opportunity to take an active role in analysis of their situation and identify the resources that can be used to achieve change (see also chapter 4.4.2). The Community Conversation is a related form of empowering community mobilization to which NCA’s partners in Eastern Africa are increasingly adhering. In Ethiopia, where the policy space for CSOs has shrunk in 2011, Community Conversation is a powerful tool for grassroots mobilization on GBV (see also chapter 4.3.1). In Laos, where NCA works directly with the communities, a similar approach, the Participatory Learning Review Approach, is used with the aim of involving the community members in questions relating to their own development. The communities are now more actively involved in such questions than they were before.

There were a number of other efforts to mobilize communities for social change in 2011, many of which are presented in other chapters in this report. The following change story from Bangladesh will hopefully give some more insight into how NCA and partners are working on mobilization of people for social justice in local contexts:

BANGLADESH:
Mobilizing poor and marginalized people for democratic experience

In North Western Bangladesh, NCA’s long-term partner RDRS has mobilized and trained people from the poorest segments of society to organize in community-based organizations called Union Federations. In the period 2008-2011, RDRS, in a Nordic consortium led by DCA, organized more than 260,000 people in 351 Union Federations through the program “Empowerment of the poor through Union Federations”.

The program had several components. The main activities linked to democratic governance practices include; facilitation of regular elections to federation boards, training of newly elected members of local government structures in democratic governance practices, establishment of information and advocacy units, links to local media, including training of journalists, information about government mechanisms from which the federations can access resources etc. One focus has been training the board members on women’s rights in order to create leadership that is gender sensitive, and also to encourage more women to participate in the “leadership creation” process. The project had a target of ensuring women a minimum of 40% seats in the federation boards, but today women accounts for slightly more than 65% of the total number of leaders.

A recent evaluation of the program characterizes this as a silent revolution that significantly contributed to change the class based demographic character of the Union Parishad offices in various unions (districts). There is good potential that this program may contribute to pro-poor changes in political practices and policies.

Mobilization of people in Norway is an integrated element in NCA’s strategy for building alliances for a more just world. As the case below shows, NCA’s youth organization, Changemaker, uses creative methods for addressing global injustices:

Changemaker challenges Norwegian politicians: “Put the ladder down!”

How NCA’s youth organization mobilizes people in Norway for economic justice

Norway has not always been among the richest countries in the world, but the country has always been rich in natural resources. Not all resource-rich countries manage to transform themselves into wealthy nations, but Norway has succeeded. One of the major reasons for this success is the Norwegian Government’s use of trade policies to protect foreign companies build hydroelectric power plants, and then required that they be transferred back to Norwegian ownership after a certain number of years. Such agreements are unheard of today. We made foreign oil companies teach us how to extract oil and made foreign oil companies teach us how to extract...
oil and then demanded sky-high tax rates. Statoil, Norway’s state-owned oil company, does not accept the same conditions when they make similar foreign investments today. Changemaker believes that this is unjust, but that we can change these injustices. In our opinion, Norway has climbed up the “development ladder” and then pulled it up after us. This is why Changemaker started a campaign to get the Norwegian Government to “put down the ladder”. They made their own version of the board game “Snakes and Ladders”, where you can play the game as a country trying to achieve a Gross Domestic Product of USD 32,000.

From summer 2011 until February 2012, Changemaker mobilized people all over the country, from Sarpsborg in the South to Narvik in the North. They arranged over 100 demonstrations, debates, concerts, lectures, street theaters and more. With humor, creativity and a sense of justice, NCA’s youth organization gathered 8023 signatures. On Halloween, two Ministers and two Secretaries of State were met by witches and vampires in Oslo, and they were asked to stop tricking poor countries and give them fair treatment. Norway’s first political Halloween celebration ever was a fact. In the course of just one week, Changemaker organized around 60 different activities all over the country, including dance flash-mobs and “Snakes and Ladders” matches with politicians. In Geneva, the Norwegian Minister of Foreign Affairs, Mr. Jonas Gahr Støre, was challenged by two Changemakers to take responsibility to bring the issue of more just trade and investment policy up at the WTO Ministerial Conference. In Oslo’s main street Karl Johan, youth politicians put pictures of their party leaders on a huge copy of the symbolic picture “Soria Moria” (the name of the current Government’s political platform) to help them find their way back to the trade policies that they promised they would work for when they entered into the Government.

Never before has Norway seen a bigger mobilization for just trade policies. In February 2012, 60 Changemakers ended the campaign by playing a gigantic “snakes and ladders” game with Norwegian Minister of Trade, Mr. Trond Giske, outside of his office. In order to make the game more just for those countries that have not yet taken off economically, the Minister of Trade “put the ladder down.” Together with Changemaker, NCA will continue campaigning to make this symbolic gesture a policy reality.

3.2.3 DEVIATIONS AND LESSONS LEARNE D

We have seen that despite trends of shrinking policy space in many countries, there is almost always some space for citizens to organize and for civil society to act. However, finding effective strategies to strengthen local civil society must vary considerably from context to context. Accordingly, NCA’s contributions towards our partners will also vary. NCA will continue developing more context-specific strategies for strengthening civil society, and increasingly encourage sharing and learning between Country Offices working in similar contexts. This, we hope, will help us become more effective contributors to strengthening civil society. In order to become more accountable and more systematically document specific results from our civil society work, we need to develop and track a few good indicators. This process will start in 2012. Finally, we need to continue working to adopt a broader civil society perspective. Even though we will continue contributing to strengthening our partners’ organizational capacity and performance, there will be an enhanced focus on assessing the role partners play in society: how they collaborate with other civil society actors; how they contribute to increased democratic space and organizational pluralism in society by mobilizing citizens as co-creators of development.
4. NCA GLOBAL PROGRAMS

4.1 INTRODUCTION

This chapter summarizes results achieved in relation to NCA’s 12 Global Programs, which are a main programming innovation during this period. In the previous strategic period NCA worked according to five more loosely defined thematic priorities. Our planning and reporting systems were mainly based upon country level plans and reports, and it was a challenge to get systematic information on results.

NCA’s motivation for developing the 12 Global Programs is to improve the quality and accountability of programs, mobilize new program resources, and ultimately contribute to better results for rights-holders in NCA’s priority countries. Each Global Program has a goal, statement of expected outcomes and Selected Output Indicator (SOI). This provides the framework for both quantitative and qualitative reporting in annual progress reports at both country and organizational level.

This 2011 report is the first time we attempt to report on global quantitative Selected Output Indicators. This has been a challenging and interesting process which we have only just started. We see it is more difficult to collect and aggregate data for more qualitative SOIs.

This was particularly difficult for the Global Programs, Resource and Finance and Women in Governance. Here we need to further refine indicators and guidelines for data collection and will not report on these SOIs until 2012. We also see that the proportion of the portfolio reporting on SOIs for each Global Program varies and it is important to remember that this statistic only gives one perspective on the results generated and should not be used to judge the cost-effectiveness of programs.

Nevertheless, it is useful and interesting to see, e.g. that NCA WASH program shows that we have provided clean and safe water to over 1,000,000 rights-holders in 2011. This is a concrete and encouraging result!

2011 was a year of strong effort at Country Program level to adapt to the changes required by the new Global Strategy. All the Country Programs needed to align their activities to the definitions of the new Global Programs, and phase out or develop phase out strategies for work falling outside the focus areas. Another important task for all the Country Programs in 2011 was to identify the projects that are relevant for the SOI statistics and to start developing baselines for these SOIs. Despite some challenges, we have taken an important step in 2011 in the direction of improving our results-based monitoring and reporting.

The first year of the new strategy period also shows that it will take more time than planned to complete baselines for all the outcomes in the program. NCA will in 2012-13 make a plan for developing baselines, conflict analysis and synergies between Country Programs. These efforts will be incorporated into and timed with the overall work within NCA’s agenda of strengthening civil society, particularly as regards organizational strengthening and PMER capacity development of partners.

An important tool that NCA will develop systematically during the period is the concept of Communities of Practice (CoP), with the overall purpose of development and quality assurance of the programs. These CoPs will facilitate learning and exchange between Country Programs and between research and practice, strengthen synergies between the different country-level interventions and support capacity development of NCA staff and partners. In 2011, communities of practice were established in the areas of the Right to Peace and Security, Gender Justice, Climate Justice and the Right to Water, the Right to Health and Economic Justice. During the year all the CoPs organized regional meetings. Some global meetings were also organized. Most of the CoPs established newsletters and some started developing web-based resources. The main participants in these CoPs are local program staff at NCA’s Country Offices. Many of those expressed satisfaction with this new way of sharing and exchanging program related experiences across countries and regions. The challenge for many seems to be to find time to engage in sharing and exchanging also outside of the physical meetings.

This matrix illustrates our vision and the totality of our work, including how we work, what we work with and with whom.
4.2 THE RIGHT TO PEACE AND SECURITY

The Strategic Priority, Right to Peace and Security, is comprised of three Global Programs:

- Women, Peace and Security
- Community Violence and Small Arms Control
- Faith Communities and Peace Building

On the global arena, NCA participated actively at the World Council of Churches’ (WCC) International Ecumenical Peace Convocation in Jamaica, May 2011, with more than 1,000 participants. An important outcome of this event (following an initiative from NCA and the Church of Norway) was the global Ecumenical Campaign for a Strong Arms Trade Treaty (ATT). This WCC-led campaign is facilitating, coordinating and enhancing local, regional, national and global advocacy activities, including at the UN level. More than 60 churches and organizations in 33 countries participate. This is ensuring a strong faith-based voice in the process towards and during the negotiations at the UN in July 2012.

Right to Peace and Security has been selected as one of the two Strategic Priorities that will be highlighted in this year’s Global Results Report. By presenting two change stories, we aim to show some concrete examples of results from our work in this area. The two cases illustrate two very different types of conflict and approaches used by NCA and partners in peace building. The first case is an example of how NCA and partners can use local peace forums – the shuras – as an efficient approach for resolving local conflicts in Afghanistan.

AFGHANISTAN:
Community-based Peace Building in Faryab Province

In the Yaka Toot village in Faryab province, Shokria (7 years) asked her father, Mulla Rahim, the permission to go to school, but he refused. Even though Shokria’s mother supported her, her father did not change his decision. This was the start of a violent conflict between the parents. The neighbors, who could hear their verbal and physical disputes, became involved in the conflict. One day, when the Mulla Rahim injured his wife’s head through physical violence, the neighbors took her to the village clinic. The relations between wife and husband deteriorated and caused strife among the neighbors. The conflict left a negative trace in the community, and the relatives of the conflicting parties also started taking part in the conflict.

The traditional shuras were not able to resolve the conflict. However, thanks to peace shuras that had been established by NCA and our partner Saraye Development Organization (SDO), a solution was finally found. The shura contacted both husband and wife and sought clarifications from them on the issue. In the conflict resolution process that followed, the shura members used the mediation and negotiation skills they had learned in the workshops conducted by SDO.

At first, Shokria’s father insisted on his initial words. After mediation between the husband and wife and explanation by the peace shura members about the benefits of education and importance of literacy for girls in the light of the Holy Quran and Islamic guidelines, the father was convinced that he should let his daughter go to school. He regretted the beating of his wife and promised that he will not repeat this kind of action again. He also promised that he would let his daughter go to school.

The second change story is from the Middle East context, and it illustrates how a local organization can contribute to finding peaceful solutions through the use of the legal system. Although the final peaceful solution to the problem of forced displacements described here is yet to be found, this might be the first step towards such a solution:

OCCUPIED PALESTINIAN TERRITORY:
Rabbi for Human Rights (RHR)

More than 60% of the West Bank is zoned as Area C, where Israel retains control over security, planning and zoning. This area encompasses most of the Palestinian agricultural and grazing land and is the only contiguous area in the West Bank. The continuing growth of settlements has reduced the space available for Palestinians. There has been an increase in Palestinian displacement as a result of house evictions and house demolitions. Almost 1,100 Palestinians – over half of them children – were displaced due to home demolitions by Israeli forces in 2011, over 80% more than in 2010. The work on land issues represents the most intractable and challenging issue at the source of the Israeli-Palestinian conflict. Harassment and violence from settlers against the Palestinian/Bedouin population is a major problem in South Hebron Hills. According to the UN OCHA, most demolitions and displacement occurred in already vulnerable farming and herding communities in Area C while thousands of others remain at risk of displacement due to outstanding demolition orders.

The village of Dqaiqa is a Bedouin village of approximately 400 residents, located in the desert of the Southeast Hebron Hills, in Area C. Dqaiqa is recognized by the Palestinian Authority as an independent village, but every construction in this area must be approved by the Israeli civil administration. In 2005, the Israeli civil administration issued demolition orders against a number of buildings in Dqaiqa.

Rabbi for Human Rights (RHR) is one of NCA’s Israeli partners and the legal representative of the residents of Dqaiqa. The main role of RHR has been legal consultation and representation of the residents of Dqaiqa regarding 70 – 80 demolition orders issued. The broader aim of RHR is to halt the plan of the Israeli civil administration to relocate and resettle Bedouins in Area C. In 2010, the Israeli High Court of Justice rejected RHR’s petition for the Dqaiqa demolition orders. However, RHR sent a petition for an interim injunction against the State’s planned demolitions in Dqaiqa in 2011 and will soon submit a zoning plan for the village. In the petition, RHR claimed that the Israeli State’s suggestion to move the residents of Dqaiqa to other “recognized” Bedouin villages will imply a forced expulsion of a protected population. Moreover, RHR argued that the State’s likely rejection of their zoning plan must be seen as the beginning of a de facto enactment of the suggested expulsion.

Due to the involvement and legal intervention of RHR, the homes and structures of all Dqaiqa villagers have so far been saved from demolition. Although permanent housing is not secured for the village, RHR has achieved a delay in the decisions of expulsion. These efforts have provided the villagers with a few more years of adequate housing with the hope that the zoning plan eventually will be accepted and all structures will be legalized.

4.2.1 WOMEN, PEACE AND SECURITY (WPS)

"It has been said that it is more dangerous to be a woman – a civilian – than a soldier in contemporary conflict [...] Citizens are the subjects of targeted attacks, and conflict related sexual violence is widespread. The battlefront has moved to the home front.

These words pronounced by Norwegian Minister of Foreign Affairs, Jonas Gahr Støre, reflect well the reason why NCA has identified Women, Peace and Security as a priority for the current strategic planning period.

Financial overview and selected statistics

<table>
<thead>
<tr>
<th>NCA country programs with WPS Program</th>
<th>2011 Expenditure</th>
<th>% Total 2011 Country Expenditure</th>
<th>50% No. of survivors of gender-based violence who have accessed protection and been supported in humanitarian and conflict situations</th>
<th>Not Available (N/A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCA Country Programs with component of WPS</td>
<td>Rwanda 1,486,340</td>
<td>28%</td>
<td>70</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Sudan 9,940,729</td>
<td>13%</td>
<td>1,711,779</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Kenya 171,005</td>
<td>1%</td>
<td>111</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Other 1,611,231</td>
<td>5%</td>
<td>1,691</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>TOTAL 27,649,885</td>
<td>10%</td>
<td>7,325</td>
<td>3,727</td>
</tr>
</tbody>
</table>

* The data source and collection methods are estimates, therefore qualified as accuracy level 2

** The WPS program in Afghanistan consists of many different projects. The Country Program is currently undergoing an evaluation that might lead to a more narrow definition of the WPS program in this particular context.

Main Focus, Status and Selected Results

The rights-holders are local communities, with particular emphasis on women and girls. The focus for this Global Program is:

- Protection against GBV in humanitarian responses, particularly sexual violence (SGBV).
- Participation of women in peace building processes (see also chapter 4.2.3).
- Psycho-social, medical or other assistance to survivors of GBV.
- Advocacy on implementation of UN SC res. 1325, 1820, 1888, etc.

It is within these focus areas we will track the results of this program. The following are some results of NCA and partners interventions in 2011:

- In Burundi, local leaders in Cibitoke province have been sensitised and a total of 258 resource persons from all over the province have received training on UN SC resolution 1325 and 1820.
- In the DRC, 1691 survivors of gender-based violence have accessed protection support. Public health officials in South Kivu have adopted and harmonised a standard procedure for immediate psychosocial response for survivors of SGBV and other conflict related abuses, and started training of trainers in this procedure.
- In Somalia, 1,817 women and girls in the Gedo region participated in awareness sessions on women’s rights. The project was an eye opener to the community that sexual violence is unacceptable.
- In Afghanistan, a mass awareness campaign on child marriage and bride price was conducted. Women Human Rights Defender Committees were trained and established themselves in 9 functioning district level networks.
- In Occupied Palestinian Territory (oPt), NCA and partners succeeded in organising two consultations with Christian and Muslim leaders in Palestine and Israel on the implementation on UN SC 1325. These consultations provided the basis for further planning on faith-based institutions’ commitment for protection and participation of women.

Country Program reports have focused particularly on results related to assistance to survivors of GBV and advocacy on implementation of the UN resolutions. There are less reported results for the protection and participation focus areas. We will strengthen our emphasis on these less reported focus areas in the years to come.

NCA's main contributions/support to local partners’ work on WPS are funding of projects, technical advice and dialogue with partners.

Deviations and lessons learned

In Sudan, parts of the WPS program could not be implemented, due to new outburst of conflict in the Nuba Mountains.

Women, Peace and Security is new to NCA as a separate, Global Program (although NCA has long experience with the thematic fields covered by the program). Reports and experiences from the first year show that this is still a program in the making and that there is a need for a more precise definition and description of this program in relation to other programs, especially Gender-Based Violence and Faith Communities and Peace Building.
4.2.2 COMMUNITY VIOLENCE AND SMALL ARMS CONTROL (CVSA/C)

High levels of violence can destroy the social tissue in local communities. NCA works to strengthen community cohesion, and results from 2011 on reintegrating at risk youth and children are promising.

Goal: Local communities address violence and small arms control

A total amount of NOK 15,964 million has been spent on CVSA/C in 2011.

Main Focus, Status and Selected Results
The rights-holders in this Global Program are local communities. The focus for this Global Program is:

- Local initiatives to rebuild cultures of peace and local capacities for peace.
- Local initiatives for income generation and improved livelihood to reduce the attraction of armed gangs and militias.
- Local initiatives to address armed violence, supply and demand of small arms [collect/destroy].
- Expose illegal trading of small arms.
- Advocate for international control of small arms.

It is within these focus areas that we will track the results of this program. The following are some representative results from NCA and partners' interventions in 2011:

- In Haiti in the first nine months of 2011, there were signs of a possible positive impact of a partner’s program to reduce community violence, with decreasing low rates of homicides and a generally improved security level. However, partially due to new actors re-grouping/entering the community, and partly due to overall political developments, violence surged dramatically from October onwards.
- In Kirundo province, Burundi, local peace committees, trained and supported by NCA’s partners, have solved conflicts related to resettlement of returnees, illegal marriages and polygamy.
- In the DRC an evaluation showed that the program on education and vocational training for former child soldiers and at-risk youth is effective. The youth generally state that they are perceived in a more positive way by their community, that the new skills are useful, and that they have experienced a positive psychological change. In Burundi, 80% of those finishing the vocational training for vulnerable youth in 2010 were employed in 2011.
- In Brazil, NCAs partner provided technical support to tracking the supply channels of arms and ammunitions to the State Parliament Hearing Committee on Illicit Traffic of Fire Arms.

Country Program reports for 2011 have focused particularly on results linked to the income generation/livelihood focus area, reporting good achievements in reintegrating at-risk children and youth, mainly through education and vocational training. There are also interesting results related to local capacities for peace. There are less reported results for the focus areas on small arms control. With the phase out of the Rwanda program and the small arms work in Mali, our efforts in this field are concentrated in Brazil as well as on capacity building and advocacy in Norway and at the international level. We will review the focus areas and, in the years to come, strengthen our emphasis on the less reported focus areas still considered relevant.

NCAs main contributions to local partners’ work on CVSA/C has been facilitating collaboration between partners working in the same field, in addition to challenging partners on issues related to the strategy and focus of their work.

Deviations and Lessons Learned
Community Violence and Small Arms Control is new to NCA as a separate Global Program. Reports and experiences from the first implementation year show that there is a need for a revision and clarification of the focus areas/planned outcomes and a clearer distinction between CVSA/C and other programs, especially Livelihood and Trade.

The developments both in Haiti and Mali show the vulnerability of the CVSA/C program when faced with negative external influences/increased conflicts at the national level. In Mali, the small arms component has been put on hold, partly due to the deterioration in the general security situation in the NCA program areas. However, at the same time the current situation shows the relevance of this kind of focus. This vulnerability underlines both the need for a long-term perspective to build robust programs, conscious risk management, good conflict analysis and links to the national level.

The development sector has been slow in addressing the global trend of urbanisation, including the issue of urban violence, which is of major importance in the CVSA/C program. The role of organised criminal networks in urban settings, particularly related to the drug trade, makes the urbanisation challenges particularly difficult to handle. Elaborating effective strategies for working in contexts of urban violence, especially in Latin America and the Caribbean, is a key issue to address in the years to come.
## 4.2.3 Faith Communities and Peace Building (FC&PB)

“Little by little the egg will walk on its own feet”

The above comment was made by a Muslim leader in Ethiopia in a meeting where considerable frustration was expressed with regard to the fact that it sometimes takes a very long time before local peace committees are able to intervene in conflict situations according to expectations. The quote is a nice illustration of NCA’s philosophy with regard to peace building. Through locally owned structures consisting of people from various faith communities, we strive to find long-term solutions to conflicts. Establishing local, informal or formal structures for peace building is hence a key approach within NCA’s Faith Communities and Peace Building program, which focuses on the mobilization of large and representative civil society groups to contribute actively to achieving peace in their communities.

The rationale for the program is related to the main trends that we see today with regard to peace and conflict. Violent conflicts and insecurity constitute serious threats to human security, human rights and human development. Though the number of violent interstate conflicts and wars are decreasing, the volume of structural violence and smaller intrastate conflicts between groups with political or criminal objectives remains high. In Pakistan, the number of casualties from violent conflicts equals statistical criteria for more than four wars being fought at the same time.10

<table>
<thead>
<tr>
<th>NCA Country Programs with FC&amp;PB Program</th>
<th>Expenditure 2011</th>
<th>% Total 2011 Country Expenditure</th>
<th>SOI: No. of female representatives involved in peace building initiatives supported by NCA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>225,369</td>
<td>0%</td>
<td>185</td>
</tr>
<tr>
<td>DRC</td>
<td>556,820</td>
<td>3%</td>
<td>13</td>
</tr>
<tr>
<td>Rwanda</td>
<td>172,800</td>
<td>3%</td>
<td>278</td>
</tr>
<tr>
<td>Sudan</td>
<td>4,601,505</td>
<td>6%</td>
<td>N/A</td>
</tr>
<tr>
<td>South Sudan</td>
<td>800,078</td>
<td>2%</td>
<td>100</td>
</tr>
<tr>
<td>Pakistan</td>
<td>1,615,457</td>
<td>5%</td>
<td>N/A</td>
</tr>
<tr>
<td>oPt</td>
<td>4,779,788</td>
<td>19%</td>
<td>N/A</td>
</tr>
<tr>
<td>Somalia</td>
<td>5,030,412</td>
<td>8%</td>
<td>30</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>441,691</td>
<td>2%</td>
<td>N/A</td>
</tr>
<tr>
<td>Eritrea</td>
<td>402,868</td>
<td>3%</td>
<td>N/A</td>
</tr>
<tr>
<td>Kenya/EA Region</td>
<td>1,421,740</td>
<td>5%</td>
<td>N/A</td>
</tr>
<tr>
<td>India</td>
<td>2,025,758</td>
<td>4%</td>
<td>N/A</td>
</tr>
<tr>
<td>TOTAL</td>
<td>24,171,890</td>
<td>607</td>
<td>607</td>
</tr>
</tbody>
</table>

**Goal:** Religious actors participate actively in peace building processes contributing to sociopolitical change in local and national contexts.

In 2011, NCA spent a total of NOK 24,171,890 on this program.

In July 2011, people in South Sudan could finally celebrate having become an independent nation. Photo: Nils Christian/ACT Alliance/San Church Aid

### Financial overview and selected statistics

<table>
<thead>
<tr>
<th>NCA Country Programs with component of FC&amp;PB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Myanmar</td>
</tr>
<tr>
<td>Haiti/DR</td>
</tr>
<tr>
<td>South Africa</td>
</tr>
<tr>
<td>Tanzania</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>

**Main Focus, Status and Selected Results**

The main rights-holders for the Faith Communities and Peace Building program are local communities, men and women from ethnic minorities, refugees and internally displaced. The focus for this Global Program is:

- Building capacity and mobilizing faith communities for peace building in violent conflicts, addressing the driving forces of the conflict.
- Supporting and facilitating inter-religious dialogue and cooperation in peace building.
- Use education as a means to contribute to interfaith peace building processes.
- Addressing religious actors who are fueling violent conflicts.
- Contributing to peace building structures.
- Securing coordination with other peace building interventions.

11 The FC&PB program in Sudan has a big component of formal education, used strategically as a contribution towards stabilization in a fragile context.

12 The Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI) – involving amongst other things international travel – is an important part of the FC&PB program in oPt.

13 Also in Somalia education is a strategic part of the FC&PB program.

14 NCA does not have a Country Program in India, however we do have specific projects focused on Faith Communities and Peace building.

---

It is within these areas that we will track the results of this Global Program. The following are some representative results of NCA and partners’ interventions in 2011:

In 2011, NCA has contributed to building capacity and addressing factors driving conflicts in all the countries where we are implementing this Global Program.

- In India, NCA has been instrumental in establishing the Interfaith Coalition for Peace. In 2011, this Coalition was involved in mediation in Jammu Kashmir, striving to find peaceful solutions to a conflict between Muslim and Christian communities. This process resulted in a peace agreement, which contributed to the release of prisoners and re-opening of educational facilities and businesses.

- In Pakistan, the World Council of Religions – another peace structure established with the support from NCA – joined hands with the Indian Interfaith Coalition for Peace in an effort to contribute to the normalization process between India and Pakistan. This is an official long-term process, but faith actors can make important contributions to the peace process.

- In Ethiopia, with the active support of NCA Country Office, the Inter Religious Council of Ethiopia was involved in several successful reconciliation processes in local communities affected by ethnic and religious conflicts. Another way of mobilizing faith communities for peace is by facilitating their involvement in public advocacy.

- In Ethiopia, South Sudan and DRC, NCA’s faith-based partners have been involved in various forms of advocacy for free and peaceful elections, and in most cases received considerable media attention (see also chapter 3.2.2).

- In Afghanistan, NCA partners have contributed to resolving 50 local conflicts.

- In Ethiopia and Sudan, conflict analysis processes have been conducted as a step in the process of identifying factors driving conflicts and informing program design.

In the countries where this Global Program is prioritized, peace building actors representing faith communities meet regularly to dialogue and cooperate on conflict prevention and peace building at local, national and regional levels.

- In Ethiopia and Pakistan, national interfaith councils have been formalized in 2011 through the active support from NCA [see above].

- In India, NCA has contributed to the establishment of three state level interfaith structures, making the total number of state level interfaith structures for peace building 23. Through the establishment of such national interfaith structures, NCA aims to contribute to peace building and conflict prevention.

- In Somalia, Afghanistan, Rwanda, Ethiopia and India, NCA community awareness programs at local level have contributed to the establishment of local structures and activities for peace.

- In many of the contexts where NCA is implementing peace-related programs, it can be challenging to find areas where women can contribute to these processes together with men. NCA has therefore challenged some of its faith-based partners to establish separate women’s departments within their structures, as a first step in the process of getting women involved in peace building.

- In India, Rwanda and DRC, there is already a good level of participation of women in the NCA supported peace building activities.

NCA’s main contributions to local partners involved in peace building processes are in terms of funding, capacity development and experience sharing, technical advice, monitoring as well as facilitation of processes. Another contribution is to facilitate experience sharing between interfaith structures in Norway and similar structures in the countries where we work. In 2011, NCA contributed to sharing the work on religious extremism done by the Church of Norway and the Islamic Council of Norway in the Contact Group (of which NCA is a member) with interfaith structures in Ethiopia, India and Pakistan. During the year, NCA also facilitated meetings between the Oslo Coalition and the Interfaith Coalition for Peace in India on minority issues and religious freedom.

Deviations and lessons learned

The global external evaluation of NCA’s peace work for the previous strategic period (2005-2010) was finalized in May 2011. The evaluation report confirms that NCA’s policy choice to work with faith community structures in peace building is relevant. The evaluation found several examples of faith-based civil society structures contributing to important results in peace building. However, the report also emphasizes the fact that in some conflicts faith community actors are themselves conflict drivers. One of the recommendations from the evaluation is to make sure that solid conflict and stakeholder analysis is used as a basis for the selection of actors with which we work. The evaluation report gives NCA credit for its solid contextual competence. The report also confirms the relevance of the peace program activities and the high level of local ownership in NCA peace building interventions. Among the challenges identified in the report, Low participation of women; weak planning tools and limited peace program capacity in some of NCA’s Country Offices and with some of the partners. As a result of the evaluation report’s main findings and recommendations, in 2011 NCA started a process to review and improve the peace building planning tools and build the program capacity, in collaboration with some external consultants.

Getting women involved in peace processes is high on the international agenda and NCA has a strong focus on this in the current strategic period. However, NCA is facing some particular challenges in this regard due to the often conservative and patriarchal structures within some of the faith communities. It is therefore encouraging to see that our strong emphasis on the issue is providing some good results, e.g. through increased women’s participation in challenging contexts like Pakistan and India. To secure a continued high focus on women’s participation, NCA decided in 2011 to focus the SOI on women’s participation. This implies that in all our focus countries for this Global Program, we will be counting the number of women participating in the NCA peace interventions. This, we hope, will contribute to NCAs partners strengthening the focus on the involvement of women.

Security risks have caused delays in several program areas like in Sudan, Pakistan and Ethiopia. Strict CSO laws in countries like Sudan and Ethiopia have in some instances contributed to delays in implementation and limitations in the scope of the program.

As indicated in the global evaluation report, due to weaknesses in NCA’s program planning, it can be challenging to fully assess the impact and success of some of the results of our program activities. Sometimes NCA and partners are contributing to finding peaceful solutions to a conflict without being able to assess the degree of sustainability of the intervention. NCA is in the process of improving these shortcomings.

Taking into consideration the very unstable and insecure contexts in which many of the peace building activities were carried out in 2011, being impacted by complex challenges like the ‘Arab Spring’, the formal establishment of the new Republic of South Sudan, the complex and violent situations in Afghanistan, Pakistan and Somalia – NCA is satisfied by the fact that most of the peace building activities planned for 2011 have been carried out.

In conclusion, we see a general and positive increase in NCA supported peace building activities in 2011. There is a trend within our programs to formulate objectives and results focusing on social and political change rather than on awareness raising and capacity building as an end in itself. This focus is contributing more strongly to change processes and enhanced quality of the results.
4.3 GENDER JUSTICE

Gender Justice is comprised of two Global Programs:
- Gender-Based Violence
- Women in Governance

On the global level, there were some good results achieved in 2011. The members of the ACT Gender Working Group promoted the ACT Gender Equality Policy Principles11 from 2010 in own organizations and contributed to other gender-related policies and guidelines, including the revision of the aCt Code of Conduct. a results-oriented aCt Gen-
dr equality Good practice Clapping with both Hands was published. Two NCA cases from Mali and Guatemala on promotion of women’s participation in local and national politics were among the cases presented.

NCA supports and cooperates actively with the Gender Justice programs in LWF, WCC and World YWCA. These partners are members of Ecumenical Women, a coalition of denominations and ecumenical organizations that have ECOSOC consultative status at the UN, using this as an opportunity to advocate for gender equality. NCA gave input and was invited to join them at the 55th Session of the UN Commission on the Status of Women (CSW) in 2011, where the ecumenical delegations successfully advocated for the inclusion of issues such as participation of women, full employment and decent work in the Agreed Conclusions adopted by Member States.

In Norway, NCA has been advocating on the Government’s gender justice commitments together with other NGOs through a forum of gender advisors, regular consultations invited by Norad, as a member of Forum 1325 Norway and bilaterally with FOKUS (Forum for Women in Development). This long-term advocacy work has set the role of women in peace building on the agenda, as demonstrated by the 2011 Nobel Peace Prize given to three women - one from an NCA partner in Liberia.

4.3.1 GENDER-BASED VIOLENCE (GBV)

NCA shall contribute to a deeper understanding of gender-based injustice and power relations that affect the different roles and positions of men and women in families, local communities, national decision-making structures, religious, political and other organizations12.

These words from NCA’s Policy Document illustrate NCA’s commitment to contribute to the fulfillment of women’s rights and gender equality. While both men and women may suffer from Gender-based Violence (GBV)13, women and girls are most often the victims. GBV is result of both equity and protection deficits, and has severe impact on the lives of girls and women. New facts and figures from the World Bank show that gender equality has significant measurable results on all other development indicators, and that access for women to economic resources is “smart economics”. Despite this, there is currently a global trend of backlashes on women’s rights (in particular sexual and reproductive rights). This trend will have implications for NCA and partners’ work on GBV in the coming years.

Goal: Men and women are mobilized and act together to address harmful practices encouraging gender-based violence.

In 2011, NCA spent NOK 48,795,984 on Gender Based Violence.

---

Financial overview and selected statistics

<table>
<thead>
<tr>
<th>NCA Country Programs with GBV Program</th>
<th>2011 Expenditure</th>
<th>% Total 2011 Country Expenditure</th>
<th>SDG: No. of rights-holders with knowledge about their right to a life free from gender-based violence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Total</td>
</tr>
<tr>
<td>Angola</td>
<td>1,272,257</td>
<td>2,480</td>
<td>3,389 **</td>
</tr>
<tr>
<td>Burundi</td>
<td>2,826,592</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>DRC</td>
<td>10,382,147</td>
<td>6,607</td>
<td>12,233 **</td>
</tr>
<tr>
<td>Eritrea</td>
<td>402,868</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>3,833,614</td>
<td>28,563</td>
<td>28,563</td>
</tr>
<tr>
<td>Guatemala</td>
<td>1,124,243</td>
<td>4,874</td>
<td>5,169 **</td>
</tr>
<tr>
<td>Kenya</td>
<td>1,254,104</td>
<td>1,085</td>
<td>1,577 **</td>
</tr>
<tr>
<td>Laos</td>
<td>1,687,890</td>
<td>1,824</td>
<td>3,505</td>
</tr>
<tr>
<td>Malawi</td>
<td>3,872,015</td>
<td>125,611</td>
<td>274,884</td>
</tr>
<tr>
<td>Mali</td>
<td>3,332,109</td>
<td>131</td>
<td>51</td>
</tr>
<tr>
<td>Myanmar</td>
<td>232,484</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>969,931</td>
<td>380</td>
<td>562 **</td>
</tr>
<tr>
<td>Pakistan</td>
<td>5,288,746</td>
<td>39,790</td>
<td>88,075 *</td>
</tr>
<tr>
<td>Rwanda</td>
<td>1,228,305</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Sudan</td>
<td>2,306,485</td>
<td>4,000</td>
<td>5,200 *</td>
</tr>
<tr>
<td>Southern Africa</td>
<td>434,413</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Tanzania</td>
<td>2,079,080</td>
<td>24,775</td>
<td>37,000 **</td>
</tr>
<tr>
<td>Vietnam</td>
<td>808,699</td>
<td>9,395</td>
<td>6,676</td>
</tr>
</tbody>
</table>

NCA country Programs with a component of GBV

| Brazil | 140,000 | 1% |
| Haiti/DR | 125,534 | 0% |
| Regional Europe | 250,000 | 45% |
| Somalia | 3,521,69 | 1% |
| Zambia | 187,500 | 1% |
| Other | 4,395,017 | 13% |
| TOTAL | 48,795,984 | 249,515 | 227,069 | 476,584 |

* The data source and collection method is an estimate, hence qualified as accuracy level 2.
** For these countries, data sources and collection methods are a mixture of exact (accuracy level 1) and estimates (accuracy level 2)

14 Gender-based violence is any harmful act that is perpetrated against a person’s will and is based on gender inequalities.
16 GbV is an important component of the DRC Country Program, but the reason that the total number is so high is that GBV is also a component in other programs, including RAAS.

---

Goal: Men and women are mobilized and act together to address harmful practices encouraging gender-based violence.
We see that the SOI for this program is relatively widely defined. This can partly explain some of the large SOI numbers we have obtained for this SOI in 2011, as many kinds of projects and activities fit into the SOI definition. A lesson learned is that we need to be very precise about how we define the SOI—in order to create clarity as to who should be counted. These questions are part of the continued efforts we will be doing from 2012 in order to improve the quality of this SOI.

The GBV program represents 7% of the total expenditures for Global Programs (including Strengthening Civil Society). Together with Access to Quality Health Care, GBV is the third largest of the Global Programs in terms of expenditure, after WASH and Livelihood and Trade. Eastern Africa accounts for the largest proportion of GBV allocations. It should be noted, however, that the reason for DRC’s high figure is that GBV is a component in other programs, including WASH, which results in high requirements in hardware.

**Main Focus, Status and Selected Results**

The focus for this Global Program is:

- Challenge the behavior of men and women towards GBV, early marriages, violence in close relations and human trafficking.
- Care and support for survivors of GBV.
- Support GBV as a structural issue (result of power and patriarchy).
- Advocate for national laws preventing violence against women, which enforce policies ensuring survivors’ access to care and legal justice.

We see that in 2011 there have been projects related to focus areas 1, 2 and 3 in almost all the Country Programs. While not all projects related to focus area 4, focusing on advocacy. However, there is an increasing trend of NCA Country Programs to initiate projects related to advocacy and campaigning directed towards national legal framework against GBV, so we expect to see more results from this focus area in future. More attention to gender equality work and GBV within FBO partners is observed, e.g. through development of internal gender policies and training of staff.

The GBV program is based on long-term development work in order to increase knowledge on the right to a life free from violence and gender discrimination. Raising rights-holders’ and duty-bearers’ awareness on GBV is an effective strategy if it contributes to empowering, questioning of harmful traditions and providing information on civic rights and legal justice to girls and women.

In 2011, there has been increased sharing and learning of tools and methods between the 6 Country Programs working on FGM and early marriages (Ethiopia, Kenya, Tanzania, Somalia, Sudan, Mali), for example through the promotion of Community Conversation as a tool (see chapter 3.2.2).

- NCA’s Country Program in Ethiopia had a great breakthrough with our partner, the Ethiopian Orthodox Church and their leaders, condemning the practice of FGM and providing new theological reflection and new curriculum for six theological colleges. This helped to enhance clarity of the role of religious teachings and cultural values in preventing GBV. Based on documented positive results from phase 1 (decrease in FGM), agreement for a 2nd phase of a joint 5-year program with Save the Children was signed with the Norwegian Embassy in August 2011. Other donors have shown interest in funding the program, which is considered to be a model program for the involvement of inter-faith actors in changing harmful practices.
- In Sudan, NCA’s work to reduce FGM has contributed to positive results as an increasing number of women and men reported that they had no intention of circumcising their daughters. A slight reduction in cases of FGM was observed, while the Sunna type22 is becoming more common than infibulation21. These are some of the findings from an evaluation23 of NCA’s partner SNCTP’s work related to FGM. The evaluation found their work pioneering as they reached most stakeholders, including religious leaders. Shifting from a health to a rights-based approach was found to be important in defending the rights of girls.
- In Vietnam, a semi-operational NCA project focusing on the mobilization of men to end domestic violence has become a model to be replicated by the Government at national level. It was found to contribute to reducing domestic violence by 90% in the project area. Along with involving religious leaders, shifting from a health to a rights-based approach was found to be important in defending the rights of girls.
- In Guatemala, most of NCA’s GBV programs were in 2011 providing protection and support to survivors of violence.
- In Guatemala, 1,867 survivors of violence were assisted for the first time in a women’s center by NCA’s partner FGM, including trauma healing based on Maya worldview.
- In Malawi, Laos, Vietnam and Myanmar NCA’s projects on human trafficking and safe migration have offered children protection through protection centers. We also see that young people are increasingly aware of safe migration issues when moving across borders for work.

Transforming power rarely happens without resistance. A number of initiatives were taken during the year to create dialogue with faith-based institutions and religious leaders on GBV and theological interpretations that uphold harmful practices.

- In Eastern Africa, the Tamar Campaign material has been translated to local languages and has been used as a tool for training through NCA’s partner FECCLAHA.
- In Pakistan, we see some interesting results from working on GBV in an Islamic state. In 2011, as a result of advocacy efforts by NCA’s partners, litigate marriage registrars familiar with the rights of the girl child were appointed and the Land Revenue Department started asking for women’s consent to transfer of properties.
- In Malawi, NCA and our partner Malawi Network against Child Trafficking successfully advocated for the enactment of a Human Trafficking Bill. Judges and parliamentarians have requested training in how to deal with trafficking cases according to the new legal framework.
- In Kenya, NCA and partners engaged in the action for approval of the new anti-FGM law.
- In Guatemala, NCA’s partners were documenting femicide (killing of women) and advocating for the implementation of the new legislation on femicide through work with judges, police, the Forensic Office and several Ministries.

21 In Kenya and Ethiopia 35,683 women and men were reached through Community conversations on FGM, ref. Regional GBV Report, 2012. The various projects provided figures on reported GBV cases, early marriages, etc. FGM practitioners, uncircumcised girls and fistula cases referred.

22 The mildest form of circumcision involves cutting off the head (prepuce) of the clitoris. This is often called “sunna”, or traditional circumcision.

23 Through infilitations, part or all of the middle section of the labia majora is cut off.


25 Evaluation of the program “Promote Gender Equality - Reduce Domestic Violence” on Hue Thuy Women’s Union and Quang Dien Farmers’ Association, TT Hue province, Vietnam, November 2011.

Nuba, South Sudan. Photo: REagnar Hansen/Norwegian Church Aid

Deviations and Lessons Learned

There are many overlaps and linkages between the three programs GBV, Women in Governance and WPS as all are contributing to increased Gender Justice. As mentioned in chapter 4.2.1, there is a need for a more precise definition of how each of these three programs relate to the others. This will be a focus in 2012.

Assisting GBV survivors is not only about medical and psychosocial assistance, but also providing livelihood skills and economic resources for a better living. Better linkages between the GBV and the Livelihood and Trade programs should therefore be promoted.

NCA has for several years challenged FBOs on patriarchal attitudes, harmful practices and religious interpretations of scripture used to justify GBV and discriminate girls and women. Existing legal pluralism (traditional, religious and civil law existing side by side) illustrates that advocating for equal rights through FBOs is not a “quick fix”. However, we see that it is possible to combat harmful practices such as FGM when religious prescriptions are changed. An important part of NCA’s comparative advantage is to be able to play the roles of challenger and accomplice of FBOs with regard to GBV. Another strategy that has proved to be effective when combating GBV is to link FBOs with women’s networks and organizations, given that they are “watchdogs” of women’s rights. NCA will give attention to further developing our roles with regard to FBOs and GBV.

Religious beliefs and practices contribute to stigma and discrimination of women and girls, which is detrimental to their rights as individuals. Work to alter deeply rooted unequal power relations might be risky to those involved, and this is often under-estimated. Such risks should be clearly considered in programming.
4.3.2 WOMEN IN GOVERNANCE (WIG)

"In the past nine months since UN Women entered into force, I have met women from all cultures and social and economic realities. They shared the belief that gender equality and women’s empowerment is a fight that is worth seeing through, and they realize that we have a long road ahead of us. But they are convinced that we are on the right track and that gender equality will only be possible with the solidarity of both women and men. This solidarity does not arise suddenly, but must be learned and built through the sharing of everyday tasks and responsibilities within our homes, in our communities, in public civic life and in the corridors of power."

These words pronounced by Michelle Bachelet, Executive Director of UN Women26, illustrate well the rationale for UN Women’s choice to develop a Global Program on Women in Governance (WIG). One of the main challenges to Gender Justice is the participation deficit. Although there has been some progress over the last years, women are still far from being equally represented in public decision-making bodies. Inflexible gender roles, violence and patriarchal structures are obstacles to women’s political participation. Women’s lack of access to property, resources and right hampers their human potential and the achievement of all MDGs. Through our WIG Program, NCA focuses on women’s rights to participate in governance27. This focus is well in line with the Norwegian Development Policy, where effort to increase women’s participation is a clear focus28.

Goal: Increase women’s participation in governance issues and structures.

In total, NOK 9,972,975 was spent on WIG in 2011. In terms of expenditure, the WIG program is the smallest of the twelve Global Programs. It represents only 1% of the total Global Program expenditure in 2011.

Although we do not have SOI statistics for the WIG program for 2011, a great job has been done by the Country Offices to collect baselines showing the number of women (4,280) in leadership positions in the structures that NCA and partners are focusing on. This baseline will serve us well when we start counting the SOI for this program in 2012. From the analysis of the results above we have also seen that NCA and partners have contributed to empowering many women in 2011 in view of their enhanced participation in public structures. We need to continue working on developing the SOI, but also on improving our knowledge when it comes to the significance of the women’s participation, including what kind of leadership positions they get from our efforts.

Financial overview and selected statistics

<table>
<thead>
<tr>
<th>NCA Country Programs with a WIG Program</th>
<th>2011 Expenditure</th>
<th>% Total 2011 Country Expenditure</th>
<th>SOI* No. of women represented in governance structures relevant to NCA partners and programs, with additional information on % of total representatives in the relevant governance structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>125,000</td>
<td>2%</td>
<td>N/A</td>
</tr>
<tr>
<td>Kenya</td>
<td>382,138</td>
<td>1%</td>
<td>N/A</td>
</tr>
<tr>
<td>South Sudan</td>
<td>343,739</td>
<td>2%</td>
<td>N/A</td>
</tr>
<tr>
<td>Mali</td>
<td>1,594,118</td>
<td>6%</td>
<td>N/A</td>
</tr>
<tr>
<td>Southern Africa</td>
<td>383,178</td>
<td>3%</td>
<td>N/A</td>
</tr>
<tr>
<td>Zambia</td>
<td>3,009,686</td>
<td>13%</td>
<td>N/A</td>
</tr>
<tr>
<td>Guatemala</td>
<td>1,036,282</td>
<td>25%</td>
<td>N/A</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>70,000</td>
<td>3%</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9,972,975</strong></td>
<td><strong>1%</strong></td>
<td><strong>N/A</strong></td>
</tr>
</tbody>
</table>

* The 2011 data for this SOI are not available. Due to a process of revising the SOI, these data will not be available before the 2012 reporting period.

**Main Focus, Status and Selected Results**

The rights-holders in the Global Women in Governance program are girls and women. The focus for this Global Program is:

- Empowerment and mobilization of women for participation in governance issues and structures, including faith-based structures.
- Civic and rights education for girls.
- Challenge the behavior of main duty bearers towards women’s participation in decision-making processes.
- Advocate for the adaptation and implementation of national legal frameworks to international human rights conventions (CEDAW, etc).

Includes support to World Council of Churches and LWF.

26 Speech delivered by UN Women Executive Director Michelle Bachelet at a high-level gathering of women political leaders titled “Women’s Political Participation – Making Gender Equality in Politics a Reality,” held on the occasion of the 64th session of the UN General Assembly, 19 September 2011.


There is a major focus in NCA Country Program reports on results linked to the first focus area - Women’s participation in governance issues and structures, including faith-based structures. Civic and right education for women has also been reported on by several Country Programs. In Southern Africa, Country reports are emphasizing efforts and results linked to challenging the behaviour of duty-bearers towards women’s participation in decision-making processes. Fewer results are reported from NCA and partners’ efforts related to the fourth focus area – Advocate for the adaptation and implementation of national legal frameworks to international human rights conventions. In order to be more effective in addressing root causes to gender inequality, we will increase our focus on advocacy in our Gender Justice programs in the years to come.

The following are some of the results of our work related to WIG in 2011:

• Long-term work has been done by NCA and partners in Mali related to women’s participation in public life. During 2011, 40 women, who had been elected in 2009 as members of municipality councils and other local committees in Northern Mali,30 have been coached by NCA’s partner to strengthen their positions and to better understand their roles and responsibilities. The coaching has already started to have an impact on the women, who have become more proactive and empowered to claim rights, ask questions, participate in and contribute to the political debate, some even at the national level. In 2011, NCA’s partners convened a gathering for female leaders to contribute to the process of revised National Constitution. The women sent seven proposals for amendments. In addition, the women leaders have developed individual plans of action and have organized a total of 34 advocacy events, some of which have lead to concrete improvements in sectors such as water, health, sanitation and education.

• In Guatemala, 200 indigenous and non-indigenous women completed in 2011 a 18-month course to develop technical and political capacities, with the aim of empowering them to participate in local decision-making arenas. We already see concrete results of these efforts in 2011, as a number of the empowered women have accessed decision-making positions in Municipal Councils and other committees at local level.

• In DRC, where NCA does not have a WIG program, but a strong Gender Justice focus, NCA and our core partner ECC were in 2011 engaged in the training of election observers, male and female voters and female candidates for the legislative elections. One of the female candidates supported by NCA’s partner was elected into Parliament.

• In South Africa, Zambia, Malawi and Angola, findings from the previous Churches’ Gender Audit have resulted in new projects, the development of gender policies for the churches, activities on masculinity and on women’s participation in leadership.

• A gender audit was also carried out by the Anglican Church in Kenya (ACK). With the audit providing a mirror for the church to view itself, the ACK has committed itself to develop a gender policy which will ensure that women are not only participating in its affairs but are also represented in all its governance structures. The audit also provided a road map for the church in its promotion of women’s involvement in the church leadership and entrenching gender equality in the institution.

• NCA’s resource partner, Genderlinks, in South Africa has done research and updated the SADC Gender Protocol 2011 Barometer. The Barometer document introduces and presents the SADC Gender Development Index, a tool for assessing and monitoring progress made by SADC countries in implementing the Gender Protocols. Gender links approached FOCISA to facilitate the participation of the faith-based sector in the Governance Cluster of the Southern Africa Gender Protocol Alliance, whose main task is to hold Governments accountable for domesticating and monitoring implementation of the SADC Gender and Development Protocol at National level. In August, this Alliance called on SADC Governments to double their efforts to attain the target of gender parity in all areas of decision-making by 2015.

• NCA has been instrumental in strengthening collaboration between Genderlinks and Southern African church networks.

Deviations and Lessons Learned

The WIG Program is a new priority for NCA in this Global Strategy period. However, it can be seen as a continuation of the previous global thematic priority Civil Society for Accountable Governance, which had the component “Gender, Power and Governance”. We will continue to further develop this Global Program in the coming years.

A long-term perspective is a precondition for achieving real and sustainable results related to women’s participation. Experience from Mali (where NCA has worked on promoting women’s participation since 2007) shows the importance of following up with continued empowerment of the elected candidates to help them fulfill their new duties to participate fully. Coaching has proved to be an effective strategy that we will further develop in the years to come.

In the area of women’s participation, it is important to start working within our own structures. This is the case with NCA’s church-based partners in Southern Africa, where Gender Audits have been carried out as a basis for their further work on women’s participation within these structures. In this process, NCA has been a challenger and systematically worked to create linkages with resource organizations that are specialized on Gender Justice issues. We see that there is a need for NCA to continue playing these roles in the years to come, to further challenge and strengthen our core partners.
4.4 ECONOMIC JUSTICE

Economic Justice consists of the two Global Programs:
- Livelihood and Trade
- Resources and Finance

Economic Justice is an area where NCA works systematically on all levels, from local to global. Faith-based partners are increasingly important in speaking out against economic injustices, and 2011 was a year of many interesting efforts and results.

Among the work done on a global level, we can mention the workshop on Interreligious Cooperation and Advocacy for Economic Justice in Extractive Industries, which was a collaboration between NCA, a Tanzanian partner and WCC.

Another example of work on the global level is our support to the LWF Illegitimate Debt Program. This program emphasizes the increasing illegitimate debts incurring in relation to climate change and emergencies produced by natural disasters. This perspective has been conveyed through advocacy efforts towards the Paraguayan government and at the Conference on Adaptation to Climate Change and Preventive Risk Management organized by governments from Central America and the UN, and has engaged several Lutheran churches in the region.

4.4.1 LIVELIHOOD AND TRADE (L&T)

“The common denominator for many, if not most, of the internal wars and conflict plaguing Africa, South Asia, and Latin America during the last decade, is poverty as a result of loss of livelihoods, in turn often caused or exacerbated by environmental degradation.”

The above quote from Leif Ohlsson, Swedish researcher on peace and development (specialized on environment and conflict), underscores the rationale for NCA’s choice of Livelihood and Trade (L&T) as a Global Program for the current strategic planning period. 1.4 billion women and men live in extreme poverty with a daily income of only 1.25 USD. Twice as many of these poor women and men live in stable, non-fragile ‘middle-income’ countries as compared to those living in ‘low-income’ countries. These poor women and men were simply bypassed as their nation’s comparative wealth increased.

Goal: Mobilization for sustainable livelihood and reduced economic vulnerability.

Mauritania, Mozambique and Rwanda will phase out their L&T programs in 2012 due to phasing out of NCA Country Programs. DRC has during the year shifted priority from L&T to Community Violence and Small Arms (CVSA).

In 2011, NCA has spent a total of NOK 100,584,350 on this program. This makes L&T the second largest program in terms of spending, but also among those with least focus, encompassing a range of integrated development activities.

Financial overview and selected statistics

<table>
<thead>
<tr>
<th>NCA Country Program with L&amp;T Program</th>
<th>2011 Expenditure</th>
<th>% Total 2011 Country Expenditure</th>
<th>SDI: Number of rights-holders organized to actively improve own livelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Total</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>13,161,025</td>
<td>29%</td>
<td>1,231</td>
</tr>
<tr>
<td>Brazil</td>
<td>2,959,130</td>
<td>25%</td>
<td>1,734</td>
</tr>
<tr>
<td>Burundi</td>
<td>75,000</td>
<td>1%</td>
<td>597</td>
</tr>
<tr>
<td>DRC</td>
<td>148,277</td>
<td>1%</td>
<td>N/A</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>1,178,025</td>
<td>4%</td>
<td>3,394</td>
</tr>
<tr>
<td>Kenya (and REA)</td>
<td>7,905,149</td>
<td>28%</td>
<td>2,609</td>
</tr>
<tr>
<td>Laos</td>
<td>980,186</td>
<td>13%</td>
<td>N/A</td>
</tr>
<tr>
<td>Mali</td>
<td>7,336,961</td>
<td>28%</td>
<td>4,550</td>
</tr>
<tr>
<td>Myanmar</td>
<td>10,211,584</td>
<td>79%</td>
<td>N/A</td>
</tr>
<tr>
<td>Palestine</td>
<td>2,122,394</td>
<td>9%</td>
<td>67</td>
</tr>
<tr>
<td>Rwanda</td>
<td>135,000</td>
<td>3%</td>
<td>1,380</td>
</tr>
<tr>
<td>Somalia</td>
<td>26,822,625</td>
<td>44%</td>
<td>31,332</td>
</tr>
<tr>
<td>Southern Africa</td>
<td>1,230,155</td>
<td>8%</td>
<td>N/A</td>
</tr>
<tr>
<td>Tanzania</td>
<td>5,251,248</td>
<td>24%</td>
<td>26,637</td>
</tr>
<tr>
<td>Zambia</td>
<td>2,851,822</td>
<td>12%</td>
<td>7,294</td>
</tr>
</tbody>
</table>

** Financial overview and selected statistics **

- Brazil changed from Livelihood and Trade to CVSAC during 2011.
The high SOI numbers for Somalia and Kenya come as a result of whole communities being organised to actively improve own livelihood in these countries, e.g. whole communities organized in coffee production activities or food security related projects. For Afghanistan, the high numbers are mainly reflecting farmers and farmer cooperatives. For Zambia, the SOI numbers are largely people reached at household levels and people organized in farmers groups. In Tanzania, the high numbers are largely reflecting rights-holders organized in VICOBAs groups as these groups with 15-30 members have increased dramatically in numbers during 2011.

Main Focus, Status and Selected Results

The rights-holders for this Global Program are marginalized men and women of indigenous origin, ethnic minorities and pastoralists, unemployed or underemployed women and young adults, as well as emergency affected communities. The focus for this Global Program is:

• Rights-holders are organized to secure sustainable livelihood in rural and urban environments, including rehabilitation after emergencies.
• Stimulate development of local enterprises.
• Vocational training for economic literacy, diversified production and entrepreneurial skills, including save- and loan group model.
• Improved access to domestic and international markets with fair trading conditions.
• Conducive legal frameworks to protect small and informal traders.
• Advocate for fair bilateral, regional and global trade agreements.
• Advocate for decent work and corporate social accountability.

These focus areas will frame the results that NCA will track for this program.

Country Program reports for 2011 have particularly focused on results linked to the following focus areas:

“Rights-holders are organized to secure sustainable livelihood in rural and urban environments”, “Vocational training for economic literacy, diversified production and entrepreneurial skills” and “Conducive legal frameworks to protect small and informal traders”. Although there are some interesting results, there was less focus on reported results for the focus areas “Improved access to domestic and international markets with fair trading conditions”, “Advocate for fair bilateral, regional and global trade agreements” and “Advocate for decent work and corporate social accountability”.

The following are some representative results of NCA and partners’ interventions in 2011:

• In Zambia, rights-holders were trained by NCA’s partners on issues such as “farming as a business”, marketing of poultry, livestock management, sustainable agriculture practices and production of commercial crops. As a consequence of these activities, empowered rights-holders experienced an increase in the productivity of livestock. The program thus contributed to an increase in products that the targeted households were able to trade for income, after satisfying their own household food requirements. Furthermore, as a result of knowledge gained on property rights and land policy, marginalised rights-holders - especially women in rural areas - demanded more accountability from their traditional leaders, who administer customary land. As a result, Chiefs started issuing traditional certificates, enhancing land tenure security. Yet another result from Zambia is that 20 village banks were formed, thereby increasing access to financial services in the form of savings, loans and insurance among approximately 400 rural women and men.

• In Tanzania, poor rural and peri-urban communities benefited from the Village Community Bank (VICOBA) model (save and loan) currently implemented by NCA across 41 districts. Thanks to their participation in VICOBA groups, rights-holders have acquired assets like land, houses, vehicles and small cottage industry machines (sewing machines, carpentry equipment) and solar energy panels for domestic and commercial use. The volume of resources accumulating from VICOBA groups’ savings was estimated at USD 7 million at the end of 2011, compared to USD 3.4 million at the end of 2010.

• NCA’s partner Tanzania Ecumenical Dialogue Group advocated against unfair trade and potential loss of business and markets if Tanzania were to sign up to the Economic Partnership Agreements (EPA). At least 60 religious leaders auctioned against EPA, culminating in a statement urging the government to be cautious. This led the Tanzanian government to request a deferral of the EPA negotiations to allow for wider consultations.

• In Somalia, despite the complexity stemming from drought and conflicts on the one hand and persistent hunger in most regions on the other, NCA-led L&T interventions in the Juba River (Gedo) region resulted in rights-holders increasing their production and strengthening their coping capacity to absorb the 2011 drought shocks. Overall, 1,908 people (1,140 women and 760 men) improved their livelihoods and achieved increased household income and food security. As a result, there was increased nutritional food and reduced food vulnerability. Unlike other regions in Somalia, Gedo had drought-driven IDPs and during the 2011 drought, the region was a net recipient of IDPs from Bay and Bakool regions.

• A livelihood project in Myanmar provided assistance to 126,630 rights-holders in 22 target villages through agricultural activities, livestock breeding and saving & credit schemes. NCA in Myanmar reports that one result of these activities is that rights-holders have better income earning opportunities for their household and increased food security. Apart from the obvious role as a funder, NCA’s main contribution to local partners’ work on L&T in 2011 was to act as a facilitator, companion, broker and challenger, sharing experiences, learning, knowledge and technology transfer.

Deviations and Lessons Learned

Livelhood and Trade is a new priority for NCA in this strategic period. The main focus areas defined for this Global Program are to a large extent based on NCA’s experiences in Tanzania, where we have piloted the VICOBA model as a tool for local economic development. This was done, with great success, as a great number of people have been mobilized to fight for their economic rights. Although we will still give attention to further developing the VICOBA model and replicate it in other contexts, in addition to stimulating the development of local enterprises, we see that the scope of the Livelihood and Trade program needs to be more precisely defined. Also, we see that there is still a trend in many Country Programs to give attention to very small-scale income generating activities rather than small-scale enterprises. NCA sees that the current global emphasis on private sector growth is potentially beneficial to economic development for poor communities. Thus we will redefine our Livelihood and Trade program in view of contributing to the aim of pro-poor private sector growth.

NCA’s Livelihood and Trade approach acknowledges that resource transfer is no longer the main thrust in fighting global poverty; it has to be coupled with robust components on equity/inclusion, as well as coalitions for advocacy. However, addressing these issues will inevitably lead to more political tension on the national fronts - on spending priorities, political voice and policy coherence. This will mean that NCA and other external actors will need more political analysis. Given that most of the countries in which we implement our Livelihood and Trade program are low-income countries, the thrust will be to continue focusing on accountable governance and poverty reduction, as we believe that public institutions at different levels should provide effective trade and investment policies, as well as proper accountability to the rights-holders.

Bölhuses AL is a member of a VICOBA group in Lushoto. She proudly presents her beans she sells at the market.

Photo: Allan Lassen/Norwegian Church Aid Tanzania

Main Focus, Status and Selected Results

The rights-holders for this Global Program are marginalized men and women of indigenous origin, ethnic minorities and pastoralists, unemployed or underemployed women and young adults, as well as emergency affected communities. The focus for this Global Program is:

• Rights-holders are organized to secure sustainable livelihood in rural and urban environments, including rehabilitation after emergencies.
• Stimulate development of local enterprises.
• Vocational training for economic literacy, diversified production and entrepreneurial skills, including save- and loan group model.
• Improved access to domestic and international markets with fair trading conditions.
4.4.2 RESOURCES AND FINANCE (R&F)

“Capitalists have privatized the profits and socialized the costs. We need a development model that puts people before profits”.

These words, pronounced by South African Bishop Joe Seoka during the Alternative Mining Indaba in South Africa in 2011, capture some of the essence of economic injustices in the world today. Economic injustice through unequal and unjust economic structures and the lack of transparency and accountability in the management of national resources continue to be major bottlenecks to poverty eradication. This is the rationale for NCA’s choice to prioritize Resources and Finance as a new Global Program in the current strategic period.

Main Focus, Status and Selected Results

The main rights-holders for the Global Resources and Finance Program are marginalized communities, with particular focus on people of indigenous or ethnic minorities’ origin, pastoralists and developing countries (for global advocacy). The focus for this Global Program is:

- Mobilize marginalized, local communities for the right to natural resources.
- Promote budget monitoring and public expenditure tracking (PETs).
- Mobilize for national legislation to secure public revenues and fair distribution of resources.
- Challenge government for accountable governance of national resources.
- Challenge extractive industries for transparency, accountability and focus on environmental issues.
- Advocate for fair, democratic and transparent global finance and aid system.

These are the focus areas within which NCA will track results for this Global Program. We note that the annual country reports for 2011 focus particularly on results linked to the two areas focusing on accountable governance of national resources (in particular related to mining) and on budget monitoring.

There are less reported results at country level for the mobilization of legislation and global finance and aid system focus areas. However, in Norway and the global arena, considerable work has been done by NCA in 2011. From 2012, we will strengthen the links between the work at national and global levels within this focus area.

- In Tanzania, NCA and partners’ work related to Public Expenditure Tracking System (PETs) received international recognition in 2011 and was put forward as best practice by the UN Special Rapporteur on Human Rights and Water. PETs empower community members with knowledge and tools on government planning, budgetary processes and spending at the local level. The intervention currently covers 21 districts in Tanzania. In 2011, we continued the training of PETs grassroots supporters and 80 new PETs committees were formed. The PETs committees’ work led to the dismissal of local corrupt village leaders in two districts in Tanzania. In 2011 through their work. One youth group’s advocacy efforts led to the establishment of a commission for the revitalisation of Rio Brilbe – a large and polluted river that runs through a number of poor communities in the city of Recife.

- The work with budget monitoring in Angola has also seen some significant results in 2011, where NCA has been working with our partner Christian Council in Angola (CICA) on training communities in 3 provinces in budget monitoring and analysis. Corruption, inequality in access to service delivery, coupled with democratic deficits such as poor citizen participation, is a major challenge in the country. However, in 2011, Angola’s first ever Participatory Poverty Assessment was published by CICA, following a process where 300 people participated in focus groups and more than 9,000 people were consulted. The report is to be used for advocacy purposes locally and nationally in 2012.

- Also in Zambia, NCA has started working with partners on budget monitoring related to service delivery, and findings indicate that government performs below average in executing the budget and ensuring public service delivery.

Financial overview and selected statistics

<table>
<thead>
<tr>
<th>NCA Country Programs with R&amp;F Program</th>
<th>2011 Expenditure</th>
<th>% Total 2011 Country Expenditure</th>
<th>SOI: No. of duty bearers engaged for accountable governance of public resources</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angola</td>
<td>2,727,627</td>
<td>15%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Brazil</td>
<td>611,000</td>
<td>5%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Guatemala</td>
<td>638,638</td>
<td>15%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Malawi</td>
<td>835,087</td>
<td>3%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Myanmar</td>
<td>16,144</td>
<td>0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>South Africa</td>
<td>1,641,335</td>
<td>12%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Tanzania</td>
<td>5,638,171</td>
<td>26%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Zambia</td>
<td>3,972,430</td>
<td>17%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

NCA Country Programs with components of R&F

| Afghanistan                         | 447,321         | 1%                              | N/A                                             | N/A    | N/A  | N/A  |
| Haiti/DR                            | 27,000          | 1%                              | N/A                                             | N/A    | N/A  | N/A  |
| Eastern Africa/Kenya                | 50,000          | 4%                              | N/A                                             | N/A    | N/A  | N/A  |
| Other                               | 10,359,724      | 29%                             | N/A                                             | N/A    | N/A  | N/A  |
| TOTAL                               | 26,964,479      |                                 | N/A                                             | N/A    | N/A  | N/A  |

The 2011 data for this SOI are not available. This SOI has a focus on mobilization of duty-bearers for advocacy. It has proven to be difficult to track this SOI. It has therefore been decided to revise it, and the data will not be available before the 2012 reporting period.

33 This figure includes support to countries like Mauritania and Botswana, as well as support to global ecumenical partners and political advocacy in Norway.
GLOBAL STRATEGY 2011-2015

AN INTEGRATED APPROACH

ACTORS AND PARTNERS

FINANCIAL RESOURCES

LIVELIHOOD

WATER AND SANITATION

HEALTH

HIV and AIDS

MITIGATION

ADAPTATION

JUSTICE

TO WATER AND SANITATION

TO PEACE AND VIOLENCE

Women, Peace and Security

TO ECONOMIC AND TRADE

GLOBAL STRATEGY 2011-2015

4.5 CLIMATE JUSTICE

Climate Justice is the other Strategic Priority we highlight in this year’s Global Results Report. The Global Programs covered by Climate Justice are:

- Climate Change Mitigation
- Climate Change Adaptation

The first case presents the ‘We Have Faith – ACT Now for Climate Justice’ Campaign. Global ecumenical partners were also engaged in this campaign. Ecumenical delegations were highly visible during COP 17 in Durban, South Africa and got their messages – on low carbon development, climate finance and adaptation – across both in one-to-one meetings with government delegates as well as at rallies on the streets of Durban.

Deviations and lessons learned

There is currently a strong and close collaboration on mining issues between our faith-based partners nationally, regionally and internationally, on the one hand, and between faith-based partners and more technocratic or activist organizations, on the other. The program has experienced no major deviations and is on track in terms of the outcomes in the five-year Norad application. We see, however, that advocacy for a fair democratic and transparent global finance and aid system has generally not been the focus at the country program level, but has been done at a global level by NCA and global partners.

In Zambia, the work with uranium mining continued and NCA's partner, Council of Churches in Zambia (CCK), drafted a uranium mining policy for advocacy purposes. CCZ received considerable media attention regarding transparency issues in the mining sector and drafted an EITI bill for civil society.

In Myanmar, civil society is still lacking information and knowledge on natural resource issues, and so the focus of NCA's new Resources and Finance program has been on awareness raising and capacity development of civil society on natural resource governance issues and advocacy in 2011.

NCA's main contributions to local partners' work on Resource and Finance are facilitation of networks, capacity development, linking local with global advocacy, and ensuring sharing and learning across country borders.

In Guatemala, 50 community consultations have been conducted, where over 600,000 people have expressed their disagreement with the licenses granted to companies to explore and exploit natural resources in indigenous territories. The Constitutional Court confirmed the indigenous people's right to consultation, and legal actions have been taken to suspend projects where the population has not been consulted in advance.

In South Africa, the second Alternative Mining Indaba was held and it became clear that it has become a living platform that generates capacity development; coordination; exchange visits and advocacy on extractive industries issues across the region.

Tanzania's religious leaders and CSOs held their first national Alternative Mining Indaba parallel to the first National Government, Investor and Company Indaba, eventually compelling the mining companies to seek audience with the CSOs and religious leaders. Two of the major mining companies requested religious leaders to mediate and resolve the current conflicts between the companies and the communities in the mining areas. The focus on networking and taking the advocacy work on mining in Tanzania across international borders has generated international pressure on mining companies in countries like Canada. The Canadian mining operations in Tanzania have received a lot of media attention in 2011 (see chapter 3.2.2).

We Have Faith – ACT Now for Climate Justice was a multi-faith, pan-African campaign in the run up to and during COP17 in Durban (see also chapters 3.2.2 and 5.2.2). The NCA Regional Policy and Advocacy Office in South Africa, together with a number of faith-based partners and 6 other NCA Offices, was critical in the planning and implementation of this campaign in South Africa, in the region, and on the continent.

The campaign succeeded in establishing a multi-faith platform on climate justice, a petition, a youth caravan, religious leaders conferences, massive media coverage and – last but not least - a rally hosted by Archbishop Desmond Tutu in Durban on the eve of COP17.

The main objective of the rally was for African and world faith leaders to publicly present their motivation to Governments, urging them to act in an ethical and morally responsible manner in deciding on the outcomes for COP17. The media attention that was generated through the rally was described as ‘overwhelming’. There were 150 accredited journalists to the rally, which was covered by CNN, BBC, TBS and Aljazeera. Young people from all over the continent ushered the Ark (symbolic of Noah’s Ark) that was made for the campaign and filled with the signed petitions. The Ark was brought into the stadium and the youth handed the petition to the COP 17 President, Minister Maite Nkoana-Mashabane and the Executive Secretary of the UNFCCC, Ms Christiana Figueres. Two iconic moments took place during the rally: Ms Figueres broke down in tears when addressing the rally at Kings Park Stadium, looking out on several hundred religious leaders in front of her, after receiving the 200,000 signatures in the petition. The Minister explicitly mentioned the campaign, the rally and the petition in her opening statements at COP17. She asked the Archbishop and Bishop Davies to pray for her, literally inviting them to provide spiritual support to her during the COP. This is a reminder of the unique capacity that the faith sector has to speak to people at all levels.

“The concern with climate change goes beyond the walls of this hall to thousands and thousands of our people out there in the street calling for climate justice. Yesterday, together with our Executive Secretary, I received a petition from our faith-based community demanding action and leadership from us.” [Archbishop Emeritus Tutu]

Aboriginal People in Canada are planning to launch a Truth and Reconciliation Commission on dangerous mining. To show solidarity, the Canadian Lustgarten Foundation is funding the action.” [Archbishop Emeritus Tutu]
Our Key demands for COP 17

• Commit to fair, ambitious and legally binding agreement, and to second commitment period for the Kyoto Protocol, to ensure the survival of coming generations.

• Set clear short- and long-term targets for carbon emission reduction that keep average global temperature increases well below 1.5 degrees centigrade, and to support solutions that contribute to healing the earth.

• Ensure that adequate finance for the adaptation in Africa. Such finance should come from historically polluting nations in recognition of their ecological debt and be additional to existing development aid, governed inclusively and equitably under the United Nations.

The drafting of the petition was a joint process where different faith groups gave their input. The key success was the ability to get the diverse FBs to sign and agree on a single petition. Most of the signed petitions were from face-to-face interaction collected in Mali, Angola, Kenya, Tanzania, Malawi, Zambia, Mozambique, Zimbabwe, Botswana and South Africa.

The youth took a strong mobilizing role through raisings of petitions. The Caravan generated headline news in national media in all the countries it visited. “The campaign and the caravan have been platforms for the youth to engage in matters concerning their future at a large-scale level. This has solidified their networks, galvanized their resolve and will to fight for a just world and most importantly the youth have been heard and taken seriously in international negotiations as major stakeholders. [...] It has moulded me into a champion for climate justice. I have grown in my leadership skills, understanding of climate change issues and also sparked an interest in advocacy”. (David Kuria (25 years) from Kenya)

NCA and the campaign contributed positively to developing social engagement and leadership skills of African youth – a crucial investment in Africa’s future. Finally, the campaign was an opportunity for NCA and partners to learn more about rooted advocacy and campaigning in an African context, including mobilization of communities, using petitions and the media, and challenging governments. The partners took a lead in developing the advocacy campaign, which made it a partner-owned, African advocacy campaign.

NCA seeks to lift marginalized individuals and communities out of climate induced poverty through provision of infrastructure and training. NCA works with local partners that are established as a Board of Management (BoM), comprising representatives from the Communities: Farmers Association, Women’s Union, Youth Union and Village leaders. The BoM are tasked with selecting and working with families to reduce climate vulnerability and increase options for sustainable futures.

NCA seeks to lift marginalized individuals and communities out of climate induced poverty through provision of infrastructure and training. NCA works with local partners that are established as a Board of Management (BoM), comprising representatives from the Communities: Farmers Association, Women’s Union, Youth Union and Village leaders. The BoM are tasked with selecting and working with families to reduce climate vulnerability and increase options for sustainable futures.

Since November 2011, Mrs. Tan has been using her biogas stove daily to prepare the family’s meals and boil bath water during winter. “Biogas makes me money. I take the 200,000 VND/month previously spent on fuel and use this to buy more pigs that I can sell. I have instant renewable energy for cooking, my garden and home are free from pig waste and, my neighbors now ask me how they can get biogas.”

Finally, the campaign offered tools for faith leaders to use their moral authority to strategically target decision-makers with specific political demands. The platform built in 2011 will be used by NCA and partners in further advocacy work on the African continent.

The second change story is an illustration of climate change mitigation in Vietnam, one of the countries hardest hit by climate change. It shows how provision of renewable energy can have effects on a wide range of areas: ecological, social and economic.
4.5.1 CLIMATE CHANGE MITIGATION (CCM)

“Energy is about light and cooking. About reading, learning and communicating. About jobs, growth and prosperity. And it is about gender equality. Without affordable energy, there is less hope, fewer economic prospects, and no sustainable development.”

Jens Stoltenberg opened his welcoming address at the Energy for All Conference in Oslo in October 2011 with these words. They are echoed by Ban Ki-Moon’s remarks to the UN General Assembly three weeks later, when he stated that “one person in five lacks access to modern energy; three billion people rely on wood, coal, charcoal or dung for cooking and heating. They are energy-poor. And energy poverty translates into grinding, dehumanizing poverty.” Together, Moon and Stoltenberg’s statements perfectly paint the backdrop of NCA’s program on Climate Change Mitigation (CCM).

Goal: Secured access to renewable energy sources and sustainable livelihood strategies for poor communities.

In 2011, NCA spent a total of NOK 25,419,718 on this program. Of this total, NOK 5 million is earmarked funding from Norad to renewable energy.

In Afghanistan two micro-hydro power plants were constructed and are operating with an installed effect of respectively 10 and 18 kW. Equipment for solar electrification of 2110 households was procured but remains un-released from Pakistani customs due to a conflict between NATO and Pakistani authorities.

In Zambia, solar electricity was installed in 200 households and a school in Dikolong’a. This has ignited ideas among community members to introduce adult literacy classes at the school. Six women have been trained as solar engineers and are maintaining the system.

In Haiti, the solar project was extended to a new village in 2011. In two other villages, systems installed in 2010 were expanded. Two women underwent a three-month training course on solar technology maintenance by other women solar engineers. Another 8 women who already received training through Barefoot College have had a 2nd training in Mali for 1 week.

In Kenya, 207 new households engaged in production and use of Jatropha oil, increasing the total number of households to 1,051. Jatropha-based energy now supports community-based value addition for 51 young entrepreneurs in Kipini village. They are engaged in carpentry, computer and tailoring activities.

In Vietnam, a total of 245 biogas plants and 87 efficient energy stoves were built in 2011, supporting 1,777 people. The Vietnam biogas project has had very encouraging feedback from communities and it is clear that the project is able to scale up faster than originally planned.

In Haiti, four “green” schools have been equipped with biogas installations. A fifth biogas system was rehabilitated in a "model" farm, as a pilot project to educate local farmers.

Deviations and Lessons Learned

The Norad earmarked allocation on energy enabled several NCA Country Offices to exceed their targets for 2011, as it was expected that funding would be a key challenge in the first part of the 5-year GLS period. An example is the Vietnam biogas program that exceeded its 2011 targets by more than 200 percent.

A common denominator for our Country Programs under CCM is that NCA has a more operational role than is the case in other Global Programs. This can be explained by the fact that there is a significant element of concept development, innovation and facilitating access to appropriate technologies.

Both Laos and Tanzania are assessing the need to include programs on CCM as part of Country Program reviews scheduled for 2012. Planned interventions are already under development on deforestation/REDD in Tanzania and on micro- and pico-hydro electrification in Laos.

Main Focus, Status and Selected Results

In Africa, around 80 percent of the energy consumption is based on crude and predominantly unsustainable consumption of biomass. Linking our program work on energy access and deforestation is therefore critical for the CCM program. The focus for this Global Program is:

- Electrification and secured access to electricity for households.
- Community-based energy schemes for local production and value addition.
- Sustainable bio energy alternatives and reduced harmful deforestation practices.
- Access to benefits from carbon market revenues.
- Greenhouse Development Rights perspectives in national and global policies on Climate Change.

The following are some representative results for the interventions under this global program in 2011:

- In Afghanistan two micro-hydro power plants were constructed and are operating with an installed effect of respectively 10 and 18 kW. Equipment for solar electrification of 2110 households was procured but remains un-released from Pakistani customs due to a conflict between NATO and Pakistani authorities.

NCA Country Programs with component of CCM

<table>
<thead>
<tr>
<th>NCA Country Programs with CCM Program</th>
<th>2011 Expenditure</th>
<th>% Total 2011 Country Expenditure</th>
<th>SOI: Number of rights-holders with access to sustainable energy solutions</th>
<th>Net Available (N/A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A female</td>
<td>115</td>
<td>21%</td>
<td>Female</td>
<td>3,365</td>
</tr>
<tr>
<td>N/A male</td>
<td>191</td>
<td>23%</td>
<td>Male</td>
<td>1,342</td>
</tr>
<tr>
<td>N/A total</td>
<td>3,420</td>
<td></td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Afghanistan</td>
<td>9,421,546</td>
<td>21%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Brazil</td>
<td>2,671,852</td>
<td>23%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Haiti/DR</td>
<td>841,989</td>
<td>3%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Kenya</td>
<td>3,399,799</td>
<td>12%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Southern Africa</td>
<td>3,064,062</td>
<td>20%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Vietnam</td>
<td>734,489</td>
<td>15%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Bangladesh</td>
<td>102,500</td>
<td>2%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Eritrea</td>
<td>268,579</td>
<td>2%</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

NCA Country Programs with component of CCM

<table>
<thead>
<tr>
<th>Country</th>
<th>Component</th>
<th>Expenditure</th>
<th>% Expenditure</th>
<th>SOI: Number of rights-holders with access to sustainable energy solutions</th>
<th>Net Available (N/A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angola</td>
<td></td>
<td>100,000</td>
<td>1%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Zambia</td>
<td></td>
<td>158,563</td>
<td>1%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Malawi</td>
<td></td>
<td>200,430</td>
<td>1%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Mali</td>
<td></td>
<td>794,719</td>
<td>3%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Tunisia</td>
<td></td>
<td>1,068,834</td>
<td>5%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>2,593,356</td>
<td>16%</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>25,419,718</td>
<td>16%</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

Haiti was unable to submit SOI data in 2011. For most of the other N/A countries the focus has been on outcomes that are not relevant for the SOI. Kenya and Afghanistan have both had ongoing work on energy for many years. For Brazil and Laos this is not the case, and their contribution to the SOI is expected to increase throughout the GLS period.
4.5.2 CLIMATE CHANGE ADAPTATION (CCA)

“The climate is changing and so, therefore, must we. There is only one way forward. Together, we must transform our economies and embark on a lower emission, clean energy pathway. We must strengthen our ability to adapt to a changing climate. Adaptation is an essential investment in our common future. We must invest in making our communities more resilient and in reducing our vulnerability to natural disasters. And we must invest in the eco-systems that sustain us”.

Ban Ki-Moon’s words from 27th July 2009, describe well nCa’s rationale for developing a Global Program on Climate Change Adaptation.

As climate change has become a reality, the need for the especially poor countries to adapt to the consequences of climate change has become a fact. Millions of people across the globe see their livelihoods threatened as a result of climate change.

**Goal:** Reduction of the vulnerability to climate change of poor and marginalized people and communities.

NCA spent NOK 24,091,036 on the Climate Change Adaptation program in 2011.

---

**Financial overview and selected statistics**

<table>
<thead>
<tr>
<th>NCA Country Pro-</th>
<th>2011 Expenditure</th>
<th>% Total 2011 Expenditure</th>
<th>SOI: No. of rights-holders whose vulnerability is reduced by climate change adaptation measures.</th>
</tr>
</thead>
<tbody>
<tr>
<td>grams with CCA Program</td>
<td></td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>792,963</td>
<td>3%</td>
<td>7,515</td>
</tr>
<tr>
<td>Eritrea</td>
<td>4,028,679</td>
<td>30%</td>
<td>N/A</td>
</tr>
<tr>
<td>Kenya</td>
<td>3,947,513</td>
<td>14%</td>
<td>7,150</td>
</tr>
<tr>
<td>Tanzania</td>
<td>903,441</td>
<td>4%</td>
<td>N/A</td>
</tr>
<tr>
<td>Angola</td>
<td>342,823</td>
<td>2%</td>
<td>3,639**</td>
</tr>
<tr>
<td>Malawi</td>
<td>2,346,272</td>
<td>9%</td>
<td>43,602</td>
</tr>
<tr>
<td>Mali</td>
<td>355,510</td>
<td>1%</td>
<td>N/A</td>
</tr>
<tr>
<td>Laos</td>
<td>456,610</td>
<td>6%</td>
<td>N/A</td>
</tr>
<tr>
<td>Vietnam</td>
<td>140,608</td>
<td>3%</td>
<td>212</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>2,903,606</td>
<td>58%</td>
<td>N/A</td>
</tr>
<tr>
<td>Brazil</td>
<td>496,801</td>
<td>6%</td>
<td>167</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>1,288,635</td>
<td>48%</td>
<td>N/A</td>
</tr>
<tr>
<td>Haiti/Dominican Republic</td>
<td>356,043</td>
<td>1%</td>
<td>N/A</td>
</tr>
<tr>
<td>Zambia</td>
<td>252,414</td>
<td>1%</td>
<td>4,718</td>
</tr>
</tbody>
</table>

*The data source and collection method is an estimate, therefore qualified as accuracy level 2.

** The numbers are based on an unqualified estimate, as there has not been any demographic census since colonial times.

---

**Main Focus, Status and Selected Results**

The rights-holders are poor households and communities, local groups of marginalized people, women, youth and pastoralists and indigenous peoples. The focus for this Global Program is:

- Poor households and communities have adjusted land use practices for increased resilience and food security;
- Poor communities have implemented DRR to increase resilience to natural disasters;
- Poor and marginalized rights-holders participate actively in planning and implementation of local and national climate change/DRR conventions and strategies;
- Poor households and communities including indigenous peoples, in NCA targeted areas have diversified livelihood strategies;

---

*Zambia: A new and disaster proof house in the Thua Thien Hue province in central Vietnam. Photo: Norwegian Church Aid.*
Deviations and Lessons Learned

Country Offices report on lack of funding as the main reason for deviation from plans, as well as the reorganization of the Head Office. As a result, some of the plans for workshops and trainings have been postponed and planned implementation is 2012. The Vietnam Office observed that it has been easier to raise funds for the Climate Change Mitigation program than for the Climate Change Adaptation program.

NCA was to develop an emergency preparedness plan for Haiti, but the process was delayed due to the Organizational Development Process in Oslo. The efforts will be re-launched in spring 2012.

Access to Quality Health Care and Water

Sanitation and Hygiene

Social Mitigation of HIV and AIDS

The Right to Water and Health is comprised of the Global Programs:

- Social Mitigation of HIV and AIDS
- Access to Quality Health Care and Water
- Sanitation and Hygiene

NCA’s global ecumenical partners were engaged in several interesting initiatives in 2011, particularly in the area of HIV and AIDS. World YWCA has become a recognized partner within the African Union, and is actively engaged in monitoring and advising on the implementation of the Maputo Plan of Action on Sexual and Reproductive Health and Rights (SRHR), which provides the continental framework for responding to SRHR and HIV. World YWCA was invited to represent civil society at the UN High Level Meeting (HLM) on HIV in June 2011. The HLM resulted in new commitments by governments towards accelerating the response to HIV. In its interventions, World YWCA focused on promoting the importance of ensuring that young women living with HIV are provided with accurate information and safe spaces to access non-judgmental reproductive health services to make informed decisions on their reproductive health.

The Ecumenical Advocacy Alliance (EAA) began a process of strengthening dialogue on HIV, human rights and theology. A 2-day closed-door consultation was convened in Geneva in November bringing together 30 theologians, human rights experts, HIV practitioners and representatives of key affected populations. The consultation was unique in that it brought together representatives of constituencies that rarely intersect or engage in such dialogue, and who have sharply differing perspectives on human rights principles and approaches, both in the context of the HIV response and generally. Nevertheless, a high level of trust was created, with differing points of view expressed and a willingness to recognize new insights and common values.

The Ecumenical Water network continued to serve as an advocacy platform for its members, for the recognition and mainstreaming of the human right to water and sanitation.
4.6.1 SOCIAL MITIGATION OF HIV AND AIDS

“As treatment expands, the number of people living with HIV is rising” (UNAIDS progress report 2011)

The number of new HIV infections is decreasing in most parts of the world, but more than 34 million people are still living with HIV, and the AIDS pandemic will be a reality for many years to come. The need for treatment and care will remain. Recent research has confirmed that ART treatment is also effective in preventing the transmission of the virus. Providing access to treatment is a major challenge, particularly during the current global financial crisis. The campaign to reduce mother-to-child transmission has been particularly successful. Experience shows that it is more effective to address particular vulnerable groups than general interventions.

Goal: Improved quality of life for people living with or affected by HIV and AIDS.

In 2011, HIV and AIDS components were integrated in various programs, particularly health programs, in Sudan, South Sudan, DRC, Myanmar, Afghanistan and Eritrea. The planned continuation of the program in Eritrea could not be implemented due to the decision to phase out and close the office. In 2011, Vietnam had a combined program on HIV and AIDS and Health.

In 2011, a total of NOK 15,277,694 was spent on this program.

Training of self-help groups in Vietnamese prisons on how to care for people living with HIV and AIDS. Photo: Tran Quang Minh/NCA/NAV

Training on meditation (Zen) for health and prison leaders/staff by FBO trainer. Photo: Tran Quang Minh/NCA/NAV

Financial overview and selected statistics

<table>
<thead>
<tr>
<th>NCA Country Programs with HIV/AIDS Program</th>
<th>2011 Expenditure</th>
<th>% Total 2011</th>
<th>Country Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laos</td>
<td>1,045,386</td>
<td>14%</td>
<td>415</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>759,936</td>
<td>3%</td>
<td>172 117</td>
</tr>
<tr>
<td>Eritrea</td>
<td>402,848</td>
<td>3%</td>
<td>N/A N/A</td>
</tr>
<tr>
<td>Tanzania</td>
<td>357,361</td>
<td>2%</td>
<td>7,563 6,077</td>
</tr>
<tr>
<td>Zambia</td>
<td>1,235,500</td>
<td>5%</td>
<td>801 842</td>
</tr>
<tr>
<td>Angola</td>
<td>1,082,157</td>
<td>6%</td>
<td>1,589 246</td>
</tr>
<tr>
<td>Malawi</td>
<td>1,603,838</td>
<td>6%</td>
<td>52 70 122</td>
</tr>
<tr>
<td>Rwanda</td>
<td>176,000</td>
<td>3%</td>
<td>N/A N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NCA Country Programs with components of HIV and AIDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Europe</td>
</tr>
<tr>
<td>Southern Africa</td>
</tr>
<tr>
<td>Sudan</td>
</tr>
<tr>
<td>Myanmar</td>
</tr>
<tr>
<td>DRC</td>
</tr>
<tr>
<td>Afghanistan</td>
</tr>
<tr>
<td>Vietnam</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

* The data source and collection method is an estimate, hence qualified as accuracy level 2.
** For these countries, data sources and collection methods are a mixture of exact (accuracy level 1) and estimates (accuracy level 2).
*** The main expenditures under "Other" are for HIV/AIDS work in Thailand.
Main Focus, Status and Selected Results

During this strategy period, the program on HIV and AIDS has a clearer focus on the rights-holders than in the previous period.

The rights-holders in NCA’s Global Program on HIV and AIDS are people living with or affected by HIV and AIDS. The focus for this Global Program is:

- Legal, social and economic assistance, particularly to women.
- Spiritual, psychosocial and physical support to children.
- Life-skills training for youth.
- Advocacy towards relevant international organizations and targeted pharmaceutical companies for access to treatment and care.

A substantial part of the work and reported results are still outside these focus areas. This is partly due to the fact that some countries are phasing out their HIV and AIDS program, and major changes at this point are not feasible. Others may need more time to adjust their programs, recognizing there is still some important work to be done on reducing stigma by FBOs, in their contexts.

The AIDS program in Thailand, mainly funded by Global Fund, is by far the biggest program in terms of expenditures and it has been running since 2005. It is a very comprehensive program with the overall goal to mobilize the faith community in Thailand to improve the quality of life for people living with or affected by HIV and AIDS through economic, psychosocial, spiritual and physical support and advocacy. The main strategy is to build capacity of local partner organizations to undertake community level initiatives, and it encompasses all the focus areas of the Global program on HIV and AIDS. A substantial number of local groups have been formed within different faith communities, mainly Buddhist and Christian, informing their communities about the epidemic, and providing care and support for those who are infected or affected. More than 5000 rights-holders have been reached through this program in 2011.

A number of countries have been focusing on assistance to women. Self-help groups have proven to be a sustainable and powerful tool, particularly in Laos, where 415 women/girls and 486 men/boys were reached by the program in 2011. Self-help groups are a safe space to share experience and get updated information. Some groups have included income-generating activities as well.

Ethiopia has established referral systems for protection-of-mother-to-child-transmission (PMTCT). Vietnam has taken up a challenging task in working with people living with HIV in prisons and they have assisted 138 women and 888 men in 2011.

In Laos, NCA has had a peer-education program for sex-workers. The main goal is to raise awareness of HIV and other sexually transmitted infections and promote safe sex.

Several countries have had programs targeting children. Support for school attendance has helped many of them to get a proper education and a basis for own income.

- In Zambia, 801 girls and 842 boys have been assisted, while 95 girls and 78 boys were assisted by NCA and partners in Ethiopia.
- In Tanzania, Zambia and Ethiopia NCA and partners have supported foster parents.
- NCA in Tanzania has been able to reach 187 foster families and, as a result, see an increase in the number of families willing to take responsibility for foster children.

Youth living with HIV have particular challenges. Life skills training programs enabling young people to live healthy and have good lives have been implemented in Ethiopia and Malawi. The self-help groups in Laos also include young people. Others have received psychosocial support.

Advocacy work on a global level has mainly been carried out through NCA’s global partners (like Ecumenical Advocacy Alliance and World YWCA (see introduction)).

NCA plays different roles toward their partners, particularly the role of challenger, as this program includes many sensitive issues. We also act as a facilitator, like in Vietnam and Laos.

Deviation and Lessons Learned

NCA has the ambition to have a Global Program on HIV and AIDS within 2015. During 2011, efforts have been made to adjust the Country Programs to the global focus areas, but substantial parts of our work are still outside the program framework. Many programs continue to focus on general awareness raising and capacity building of FBOs. Some projects are in their final year, and changes in strategy at this stage may not be appropriate.

Reports on deviations are mainly related to decreased or lack of funding, or decision to phase out the program, as in Eritrea.

A major trend is the decrease in funding. Several countries abandoned the HIV and AIDS issues when the new GIs was implemented, and others have had to reduce the scope considerably (e.g. Vietnam, Malawi).

Some of the most important lessons learned during 2011 are related to applications for alternative funding, some successful, others not.

The Global Community of Practice has provided new opportunities for exchange and learning. This will also be an important vehicle for joint program development in the years to come.
4.6.2 ACCESS TO QUALITY HEALTH CARE

"Reaching the health-related MDG Goals is not about national averages. It is about reaching the poor, who are almost invariably the hardest to reach. This is the challenge, and the measure of success".

These words - pronounced by Dr Margaret Chan, Director-General of the World Health Organization - describe well the rationale for NCA's Global Program on Access to Quality Health Care. Progress in public health in recent decades has been substantial, but deeply unequal. There are growing health inequalities within countries; the rich few have access to sophisticated hospitals, while the poor often lack access to even the most basic health care services. 99% of maternal and newborn mortalities occur in the developing world, where more than 50% of women still deliver without the assistance of skilled personnel. In addition, war and conflict as well as consequences of climate change are threatening to make the achievements related to the MDGs a distant target. NCA's Global Program Access to Quality Health Care is a response to these injustices, with a focus on reaching the poorest and most marginalized communities with health services.

GOAL: Improved access to quality health care for poor and marginalized communities through faith-based actors.

In 2011, the NCA Country Office in Haiti chose to implement Access to Quality Health Care as a component of a Right to Peace and Security portfolio. Eritrea did not develop a program as planned, due to the decision to close down the Country Office. The Laos health program was unable to carry out any activities in 2011, due to lack of funding.

In 2011, a total of NOK 52,901,766 was spent on this program, making it the third largest Global Program in terms of expenditure.

Financial overview and selected statistics

<table>
<thead>
<tr>
<th>NCA Country Programs with Health Program</th>
<th>2011 Expenditure</th>
<th>% Total 2011 Country Expenditure</th>
<th>SOI: Number of rights-holders receiving health services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Vietnam</td>
<td>315,086</td>
<td>7%</td>
<td>1,516</td>
</tr>
<tr>
<td>Myanmar</td>
<td>751,893</td>
<td>6%</td>
<td>N/A</td>
</tr>
<tr>
<td>South Sudan</td>
<td>3,398,522</td>
<td>14%</td>
<td>30,559</td>
</tr>
<tr>
<td>Sudan</td>
<td>17,417,550</td>
<td>23%</td>
<td>10,311</td>
</tr>
<tr>
<td>Malawi</td>
<td>10,026,200</td>
<td>39%</td>
<td>12,538</td>
</tr>
<tr>
<td>Palestine (OPT)</td>
<td>9,853,390</td>
<td>40%</td>
<td>5,720</td>
</tr>
</tbody>
</table>

NCA Country Program with Health component

| Brazil                                 | 50,000          | 0%                              | N/A    | N/A   | N/A   |
| Haiti/DR                               | 2,771,563       | 9%                              | N/A    | N/A   | N/A   |
| Afghanistan                            | 2,141,584       | 5%                              | N/A    | N/A   | N/A   |
| Pakistan                               | 991,352         | 3%                              | N/A    | N/A   | N/A   |
| Zambia                                 | 428,000         | 2%                              | N/A    | N/A   | N/A   |
| Regional Europe                        | 178,572         | 50%                             | N/A    | N/A   | N/A   |
| Other                                  | 2,489,672       | 26%                             |          |       |       |
| TOTAL                                  | 52,901,766      | 60,444                         | 35,530 | 96,174 |

*The data source and collection method is an estimate, therefore qualified as accuracy level 2.

NCA health projects have reached many beneficiaries during 2011, as indicated by the SOI numbers. In OPT, part of the budget for 2011 was allocated to investments in hospital equipment. In Malawi, the NCA health program is part of the wider CHAM health projects, covering an important part of the country. The number of rights-holders reported for the Malawi SOI is under-reported, but we will work on improving this from 2012 as part of our continued work on the quality of the SOIs.

Main Focus, Status and Selected Results

The main rights-holders are poor local communities, in particular women and children. The focus for this Global Program is:

- Strengthen capacity of faith-based health institutions to offer quality health care services to the poor and marginalized, with particular emphasis on maternal health.
- Mobilize civil society to advocate for universal access to quality health services, and for affordable prices for the poor.
- Advocate for strong, efficient and accountable public services.
- Link Norwegian health institutions and faith-based health actors in the South, in view of mutual capacity development.

It is within these focus areas we will track the results of this program.

In the 2011, Annual Country Reports there is a major focus on results related to health care services at community level. Less attention has been given to advocacy on affordable prices and good quality public health services for the poor. For the time being, NCA has few partners working on such issues. We will hence need to consider reformulating these focus areas in the future.

The following are some representative results of NCA and partners interventions in 2011: In Vietnam, NCA achieved a significant result from advocacy efforts in 2011, as we were able to secure a permit to work with TB control in 17 prisons. It has taken more than one year for the local NCA staff to build the trust, explain the project and to get the approvals from the authorities. NCA is so far the only INGO in Vietnam with permit to work in prisons. As a pioneer within NCA, the Vietnam Country Program has started linking climate change adaptation and health issues in programs.

- In Malawi, the NCA maternal and neonatal project aims at reducing maternal deaths to zero in the project areas. In a participatory approach, the communities themselves are actively taking part in designing the project and focusing on getting mothers to understand the importance of attending birth control during pregnancy and to give birth at the hospital or the local clinic.
- In the Occupied Palestinian Territories, 30 health staff were trained by Norwegian hospitals in cancer treatment and care. Through NCA supported Al Ahli Hospital in Gaza, 1,403 poor patients received free medical treatment and rehabilitation.
- In Nuba Mountains in Sudan, 20,000 persons were reached through NCA's primary health care program.
- In Sudan, our joint program together with ACT/CARI-TAS provided primary health care in West and South Darfur, mainly through the facilities based in the IDP camps. Routine health and nutrition activities were maintained, reaching over 297,343 rights-holders. In addition, 41,120 children have received vaccinations.
- In Myanmar, our partner Basic Pack Health Worker Team succeeded in providing basic health care services in 20 locations and reached a total of 202,033 rights-holders, of which 38,100 are under 5 years of age.

Deviances and Lessons Learned

NCA's health program in the newly independent South Sudan was stopped after half a year due to conflict and violence in the Juba area. In July the new Republic of South Sudan emerged after 30 year of war. It is evident that NCA's health program in South Sudan needs to be revised to adjust to the new situation. This process has already started and an evaluation of the program is currently taking place. The new plan will be developed in accordance with the health policy of the new government, with a strong focus on water and sanitation, since 68% of deaths in children under 5 years are due to water-related diseases.

One observation is that in many contexts, climate change adaptation programs would increase their efficiency with the integration of health components. Issues like food security, vector borne diseases and water and sanitation are all linked to climate change and health. Countries in South East Asia are among those most at risk for climate change and NCA Country Programs in this region will start looking at ways of responding to this challenge in the years to come. NCA will give this issue increased attention in the coming years, and look for ways of adapting our strategies to the trend.
4.6.3 WATER, SANITATION AND HYGIENE [WASH]

“It is possible to survive for weeks without food, but it is not possible to survive more than a few days without water. Water is life”.

Ambassador Pablo Solón from Bolivia expressed these words before the UN General Assembly of the United Nations on 28 July, 2010. The Ambassador was presenting the new and historical resolution on the right to water. In October 2011, Mr. Jon Lane, Executive Director of the Water Supply and Sanitation Collaboration Council, expressed the following words during the closing plenary of the Global Forum on Sanitation and Hygiene: “That great moral beacon of our times, Nelson Mandela, invites us to judge the importance of an issue not by how glamorous or attractive it is but by how much good it does for how many people. On that basis, sanitation is one of the most important issues in the world”. Together, these two statements frame well NCA’s rationale for focusing on water, sanitation and hygiene, and confirm the global trends within this area.

Access to safe water, adequate sanitation and “good” hygiene attitudes are fundamental prerequisites for health, productive life and development. Yet the most fundamental conditions of human development – universal access to safe water and adequate sanitation – are still unmet. At least 783 million people still lack access to safe drinking-water and around 2.5 billion – about half the developing world – still lack access to improved sanitary facilities. People who have experienced a disruption of their normal life, e.g. through an emergency situation, are especially vulnerable. They are exposed to public health threats and in need of basic social services such as safe water, sanitation and hygiene. Access to safe water and adequate sanitation are MDG targets. Whereas sanitation and hygiene, and confirm the global trends within this area:

Access to safe water, adequate sanitation and “good” hygiene attitudes are fundamental prerequisites for health, productive life and development. Yet the most fundamental conditions of human development – universal access to safe water and adequate sanitation – are still unmet. At least 783 million people still lack access to safe drinking-water and around 2.5 billion – about half the developing world – still lack access to improved sanitary facilities. People who have experienced a disruption of their normal life, e.g. through an emergency situation, are especially vulnerable. They are exposed to public health threats and in need of basic social services such as safe water, sanitation and hygiene. Access to safe water and adequate sanitation are MDG targets. Whereas the MDG target for access to safe drinking water will be met (March 2012), the sanitation target is lagging so much behind that it is unlikely to be met by 2015. By focusing on the right to water, NCA seeks to save lives, protect health and catalyse development and well-being for poor communities, especially the most vulnerable.

Goal: Improved Access to Water and Sanitation, enabling a good environment for improved hygiene for poor and marginalized communities.

The total expenditure 2011 for the global WasH program amounted to NOK 127,637,133. About 60% was spent on emergency related WasH interventions, whereas around 40% was spent on long-term development. The Country Programs with highest expenditures were Somalia, Sudan and Pakistan, where WasH emergency responses were linked to drought, conflict and flood situations. Ethiopia, which responded to the crisis in Somalia, also had an important allocation for emergency related WasH in 2011.

### Financial overview and selected statistics

<table>
<thead>
<tr>
<th>NCA Country Programs with WasH</th>
<th>2011 Expenditure</th>
<th>% Total 2011 Country Expenditure</th>
<th>50%th Number of rights-holders who have access to basic water supply service level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>3,393,975</td>
<td>7%</td>
<td>15,818</td>
</tr>
<tr>
<td>Pakistan</td>
<td>17,358,045</td>
<td>54%</td>
<td>72,443</td>
</tr>
<tr>
<td>Myanmar*</td>
<td>134,633</td>
<td>1%</td>
<td>4,272</td>
</tr>
<tr>
<td>Sudan</td>
<td>30,637,944</td>
<td>40%</td>
<td>175,990</td>
</tr>
<tr>
<td>South Sudan</td>
<td>5,812,268</td>
<td>15%</td>
<td>20,398</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>16,879,552</td>
<td>59%</td>
<td>116,500</td>
</tr>
<tr>
<td>Eritrea</td>
<td>7,520,200</td>
<td>56%</td>
<td>8,181</td>
</tr>
<tr>
<td>Somalia</td>
<td>18,200,184</td>
<td>30%</td>
<td>90,894</td>
</tr>
<tr>
<td>Rwanda</td>
<td>400,000</td>
<td>7%</td>
<td>670</td>
</tr>
<tr>
<td>DR Congo</td>
<td>7,994,238</td>
<td>36%</td>
<td>97,835</td>
</tr>
<tr>
<td>Angola</td>
<td>3,777,273</td>
<td>20%</td>
<td>3,639</td>
</tr>
</tbody>
</table>

NCA Country programs with components of WASH**

<table>
<thead>
<tr>
<th>Country</th>
<th>Expenditure</th>
<th>% Total 2011</th>
<th>Number of rights-holders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haiti/DR</td>
<td>5,974,263</td>
<td>21%</td>
<td>44,039</td>
</tr>
<tr>
<td>Brazil</td>
<td>50,000</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Burundi</td>
<td>1,084,761</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>Zambia</td>
<td>88</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Southern Africa</td>
<td>650,000</td>
<td>66%</td>
<td>3,000</td>
</tr>
<tr>
<td>Kenya</td>
<td>4,407,372</td>
<td>16%</td>
<td>607,797</td>
</tr>
<tr>
<td>Other***</td>
<td>3,372,297</td>
<td>13%</td>
<td>1,256,456</td>
</tr>
<tr>
<td>Total</td>
<td>127,637,133</td>
<td></td>
<td>607,797</td>
</tr>
</tbody>
</table>

* Water supply as part of Community Health Program.
** NCA focus countries with programs having WASH components or WASH activities in emergency assistance.
*** Countries where NCA implemented WASH activities as part of ACT Alliance emergency projects.

In 2011, NCA provided WASH services to 1,047,861 people, of which about 60% received emergency assistance and 40% long-term development.

In 2011, NCA provided WasH services to 1,047,861 people, of which about 60% received emergency assistance and 40% long-term development.

**Main Focus, Status and Selected Results**

The main rights-holders for the WASH Global Program are poor and marginalized local communities. The focus for this Global Program is:

- Assist local communities in securing sustainable access to water, sanitation and hygiene practices.
- Assist communities in adopting good hygiene practices.
- Mobilizing civil society to advocate for and claim the right to water and sanitation.
- Work with local and national authorities to better ensure and advocate for proper management of limited water resources.

Within this Global Strategic Period, NCA will track results of our WASH interventions within these areas. As indicated by the above statistics, this Global Program has a stronger focus on emergency response than the other Global Programs, at the expense of more long-term interventions and, in particular, advocacy. This situation can be explained by the fact that WASH services are NCA’s major delivery in humanitarian responses. Also, when analyzing the three components of WASH (Water, Sanitation and Hygiene) we see a bias towards water supply at the expense of sanitation and hygiene promotion in long-term development. NCA will continue developing our WASH program in the years to come, with a particular eye on the sanitation and hygiene components.
The following were some representative results achieved by NCA and partners in 2011:

- The NCA Ethiopia Water Development Program drilled 89 boreholes, of which 59 were fitted with hand-pumps and 30 with motorized pumps. NCA trained 256 women and 177 men as members of Water, Sanitation and Hygiene (WASH) committees in 7 districts. The task of the committees is to manage the maintenance of the water point, e.g. collecting and administrating pump users fees for use of the pumps, carrying out preventive maintenance and arranging repairs.

- In South Sudan, NCA constructed 4 roof-top rainwater harvesting systems in 3 primary schools and one primary health care centre in Lafon and Magwi counties in Eastern Equatoria State. These installations will give 360 girls, 840 boys and 24 teachers access to WASH services in eastern equatoria state. These installations will give 360 girls, 840 boys and 24 teachers access to WASH services.

- In Somalia, NCA provided WASH services to 95,072 people in Banadir, 12,829 people in Gedo, 18,200 in Mudug and 9,294 in Puntland in the South and Central Somalia. In these target areas, 74,781 women and 49,854 men have received hygiene education, such as washing hands with soap or ash at critical times. This resulted in marked improvements in hygiene. 45,270 women and 30,180 men got access to culturally adapted toilets reducing open defecation and public health threats.

- In Sudan, NCA partners repaired and maintained 45 boreholes and hand-pumps in South Kordofan, securing access to water for communities, schools and clinics. 16 women and 29 men of Village Water Committees were trained in management of the water source and hand pumps.

- In DRC, NCA provided WASH services to 27,127 women and 18,084 men in the Maisi, Mugunga and Rutshuru districts of North Kivu Province, where NCA is responsible for WASH services in camps for Internally Displaced People. Water is supplied through gravity-fed piping schemes where water is collected from springs, night-flow stored in water tanks and distributed through tap-stands to rights-holders. Sanitary infrastructure is of temporary character. Public hygiene is assured through so-called "hygiene teams" consisting of women and men who keep sanitation installations clean and take care of waste pits (see photo below).

- In Pakistan, NCA actively contributed to the rehabilitation of water supply and sanitation infrastructure damaged by the 2010 floods. When flooding occurred in Sindh province in 2011, the NCA supported rehabilitation work included repair of 488 hand-pumps and well cleaning, repair of 77 water supply schemes and construction of 10 water conveyance and sanitation installations in schools. This benefited 985 school girls and 2034 boys. The response to the acute emergency in Sindh province consisted of the distribution of items such as kitchen and bed bedding utensils, water supply and hygiene promotion.

- While Haiti struggled to recover from the earthquake, in 2011, the NCA carried out an emergency response to the spread of cholera.

- In collaboration with ACT/Canitas, NCA has an important role in the ACI Sudan-Darfur program, implementing a WASH program in the transition from emergency assistance to long-term development.

- In Myanmar WASH services were provided as part of a health program.

- Some NCA Country Programs used advocacy vis-à-vis the government as a working method to draw attention to a specific topic. For instance, NCA in Afghanistan promoted how “grey water” (water used in kitchen, laundry and shower) could be used to irrigate a landscaped part of Kabul University. On a global level, NCA is part of the Ecumenical Water Network advocating the human right to water and sanitation.

- WASH is part of NCA’s first phase emergency response. NCA’s emergency response is carried out following internationally recognized standards.

- In Somalia, NCA responded to the ongoing conflict and a drought situation causing many people to cross the borders to Kenya and Ethiopia through the provision of emergency WASH services. The drought and conflict in Somalia affected NCA Ethiopia’s WASH program in such a way that NCA Country Program in Ethiopia provided water as partner of LWE to about 200,000 people. In Ethiopia, NCA drilled wells in refugee camps and host communities in Dolo Ado district on the border to Somalia. In South Sudan, WASH services were provided to IDPs, fleeing from conflict at the border with Sudan. Also, NCA provided WASH services to IDPs in the DRC, as well as to drought affected populations in Afghanistan.

AFGHANISTAN:

In Afghanistan, NCA has provided long-term development assistance to the people of the Northern Afghan province Faryab since 2006. Four seasonal rivers cross Faryab, an area with large pistachio and kidney stones. One day he was on his way to the local market he asked his father if he needed anything from the market. His father took an empty bottle from his pocket and asked him to bring him a bottle of (fresh) water to quench his thirst. Said Ahmad also said that in the past his oldest son could not go to school as he had to collect water during the day for his family. After the installation of the desalination plant in the village, all families have been provided with safe drinking water. The number of water born diseases has decreased, and Ahmad’s son is attending school on a regular basis.

Deviations and Lessons Learned

The global WASH program was implemented as planned. There were minor deviations from annual activity plans, which will be worked with in 2012.

2011 was the first year of working on the Community of Practice (CoP) for Climate Justice and Right to Water. It was noticeable that colleagues working in the WASH field in different countries start to know each other and to interact with each other. This was an important step in networking. CoP members of the WASH network also expressed the wish to meet and link with colleagues working with Climate Justice. Initiatives of capacity building of CoP members were very positively received.

There has been less focus on advocacy than hoped. NCA will work to strengthen our advocacy component in the WASH program in the near future.

4.7 MAINSTREAMING DEVELOPMENT PRINCIPLES

In 2011, efforts have been made by many NCA Country Programs to build capacity in mainstreaming of gender equity, conflict sensitivity and environmental protection. However, systematic analysis is generally limited. NCA in Kenya has conducted a gender audit and several Country Offices have started preparing for such audits. Gender mainstreaming efforts have also proved particularly fruitful in Laos and Guatemala, where NCA has developed gender policies. In Myanmar, NCA has worked systematically on conflict sensitivity to build the capacity of partners since 2007. The partners have taken ownership of the process and are now requesting a Training of Trainers in order to continue training of their field officers. The Country Offices with climate justice programs are the strongest in the field of mainstreaming environmental sustainability in their work. NCA in Ethiopia has made a comprehensive guideline for integrating climate change adaptation into project planning.
5. NCA INTEGRATED APPROACH

NCA’s work on global justice and protection of human dignity implies the use of three main working methods that are mutually interrelated: Long-term development assistance, advocacy, emergency response and preparedness. By working on these approaches in an integrated way, NCA aims to 1) save and protect lives in disaster situations, 2) enable poor and vulnerable women and men to improve their living conditions and claim their basic rights, and 3) address root causes of poverty and injustice. Most of NCA’s funding is channelled through long-term development assistance. Chapters 3 and 4 have a main focus on the results of this assistance. This chapter focuses on some key results related to our emergency preparedness and response, our advocacy work as well as mobilization of people and resources in Norway.

5.1 EMERGENCY PREPAREDNESS AND RESPONSE

5.1.1 MAIN PRIORITIES AND STATUS

In the Global Strategy, NCA commits to offer humanitarian assistance in order to save lives and alleviate suffering. NCA works with emergency preparedness and response within the ACT Alliance, and through Emergency Preparedness Plans in countries where NCA has programs. NCA specializes in material and human resource support, including project management in the following sectors:

• Water Supply, Sanitation and Hygiene Promotion (WASH)
• Psychosocial support
• Logistics

NCA focuses on the sectors listed above, but may also be involved in other humanitarian sectors in accordance with the apparent needs in each situation, such as distribution of food and non-food items.

Protection, with a special focus on women and children, is mainstreamed as a standard in our emergency responses.

Long-term presence and local knowledge has proven to be a significant comparative advantage for NCA, allowing staff to access sensitive geographical areas (e.g. Gedo province in Somalia) and provide assistance to severely affected populations.

NCA focuses on enhancing local capacities to cope with disaster situations and independently handle major emergency relief interventions. The main strategies are capacity support to strengthen national ACT Forums and development of Emergency Preparedness and Response Plans (EPRP) in cooperation with national and regional ACT Forums, local and national authorities and other relevant stakeholders. Disaster Risk Reduction, an important component of NCA’s Climate Change Adaptation program, is also an important strategy in order to prevent or reduce the negative effects of natural disasters and to strengthen community resilience to disasters.

In 2011, NCA provided emergency relief to a range of disaster situations (Japan, Horn of Africa, Pakistan, Thailand), protracted complex emergencies (Sudan, Somalia) and post-emergency situations (Haiti). The operations were conducted either operationally or through local partners and other ACT Alliance members (see details below).

5.1.2 SELECTED RESULTS

Water and Sanitation as a main pillar of NCA’s emergency response

NCA continued to strengthen its role as a global actor for provision of WASH services in disasters. NCA’s emergency interventions in the WASH sector aim to provide beneficiaries with safe and equitable access to a sufficient quantity of drinking water, access to culturally acceptable and adequate sanitation facilities and protection against health threats. Our interventions are in accordance with Sphere standards and IASC Guidelines and are coordinated with UN WASHClusters. In 2011, NCA delivered specific WASH services in acute emergency responses in nine countries, which benefitted more than 830,000 people (53% men and 47% women) (see table below). In 2011 NCA continued to be an active partner in the Global WASH Cluster (GWC) Forum and in working groups, such as the Stockpiling Project. In April 2011, NCA hosted the Global WASH Cluster meeting in Oslo. NCA also employs and manages the Regional Emergency Cluster Advisor (RECA) for South Asia.

For more information on NCA’s work related to WASH, please see chapter 4.6.3.

LIBYA/TUNISIA:

WASH

During the uprise of Libyan people in 2011, NCA (as part of ACT Alliance) assisted refugees in Remada camp in Tunisia. The ACT Alliance response was implemented by LWF, Church of Sweden and NCA. NCA delivered WASH services from April to September 2011. From July, NCA was also the implementing partner of UNHCR.

The population of the Remada camp was at 1,000 people at its highest. The population was mostly women and children (about 78%) with continuous influx and departures. Three hygiene promoters and four co-workers working with psychosocial assistance worked for the well-being of the refugees. The main objectives for the hygiene promotion work have been to: raise awareness about safe hygiene practices when living in a refugee camp; identify and alter hygiene risk behavior; introduce water-saving activities and waste management. Women were addressed with hygiene and health issues in the women’s center through classes given by Libyan medical staff and students who were residing in the camp. In order to make learning easier, the refugees were encouraged to play “Hygiene Bingo”. Children were divided into age groups and hygiene classes were given twice a week in collaboration with Islamic Relief. The topics covered in the classes were hand washing, dental hygiene, infectious diseases, food and water storing, waste management and water saving activities.35

35 These figures do not include WASH responses to recovery and rehabilitation phases, which are integrated in the long-term development WASH program (see chapter 4.6.3).
Integrating Psychosocial Assistance into Emergency Responses

Emergencies and crisis situations affect people differently, depending on their individual vulnerability. The aim of NCA’s psychosocial assistance is to strengthen people’s abilities to overcome the effects of the emergency crisis. Focus is given to prevention and response to violence against women and girls. NCA has long experience in working with churches and faith-based organizations in emergency situations and strengthening their role as councilors and supporters to communities. The psychosocial support can either be a stand-alone contribution or a component of larger gender-based violence or WASH programs.

Logistics in Emergency Preparedness and Response

NCA is a part of the Norwegian Emergency Preparedness System (NOREPS). In September 2011, NCA acquired 18 WASH Cluster kits, of which two are stored in Oslo and eight in UN Emergency Stores in Dubai and Malaysia. The kits are for deployment in emergency operations and to be replaced immediately. The WASH kits consist of necessary water, sanitation and hygiene equipment to cover the immediate needs of 5,000 people in disaster situations. They are available for the ACT Alliance, the UN and acknowledged international NGOs. In 2011, kits were used both in operations in Pakistan and Ethiopia.

In 2011, NCA distributed 42,000 tons of BPS emergency rations in Kenya and Somalia and 22,000 tons in Liberia. The emergency rations are donated by the Norwegian Ministry of Trade and Industry.

Cooperation within the ACT Alliance

NCA’s humanitarian assistance is mainly based on implementation through local members of the ACT Alliance. This implies that NCA has access to a wide network of implementing partners all over the world. In 2011, NCA strengthened the cooperation with ACT Alliance, both in NCA’s focus countries and in non-priority countries upon request by a local ACT member. Examples of 2011 cooperation on emergency response through ACT are: Horn of Africa, Darfur, Tunisia, Malawi, Nicaragua, Guatemala and Thailand. In November 2011, NCA signed an agreement with LWF/WS regarding operational cooperation in emergency response, with focus NCA pledging to contribute with WASH, psychosocial and logistics support. NCA is recognized by UN as a global stakeholder in humanitarian actions in WASH sectors and was requested to be an implementing partner for UNHCR in refugee camps in Tunisia (2011) and Liberia (2011-2012).

Emergency Roster Deployments

In 2011, NCA deployed 27 specialists (15 men and 12 women) from the NCA Emergency Roster to operations in Liberia, Tunisia, Pakistan, Haiti, Iraq, Ethiopia, Palestine, Mali, DRC and Southern Africa, some of which were secondments to other ACT members and the UNHCR. At present, the NCA Emergency Roster consists of 86 members with technical expertise in water and sanitation, hygiene promotion, psychosocial support, logistics, security, program development and project management. In 2011, the members have received training on issues such as security, sanitation and psychosocial support.

SOMALIA:

Psychosocial assistance - a tool for reintegration in the Gedo region

Amina Jama, a mother of 4 children, is living in an IDP camp in Garbaharey district in the Gedo region in Somalia. She recalls one night in 2011. The IDP camp, where she lives with her family, was attacked. Her daughter was raped right in front of her and her sons. Later on the perpetrators beat up her sons, seriously impacting on their mental well-being. Following the assault, her sons suffered mental problems while her daughter was subject to scorn and ridicule in the community. The family suffered isolation and criticism, which caused them to withdraw from the rest of the community. As a result, Ms Amina kept away from the much-needed food aid distribution in the IDP camp. She further endangered her life by undertaking most of the activities, such as water collection, at night when there are no people at the water sources. Her children lost their friends and no one cared to visit or even check on them.

Through one of NCA’s projects, Ms Amina and her children were referred to a nearby health facility for medical attention. At the same time, the community went through awareness-raising sessions on sexual and gender-based violence. Here the participants learned that survivors of sexual and gender-based violence always are innocent victims, and that rather than rejecting them, the community should show them care and support. These activities have helped Ms Amina and her children reintegrate back to society. They are now able to join the rest of the community during food distribution and when undertaking their daily chores.

In 2011, East Africa was hit by the worst drought in 60 years. A late international response and bad governance led to a hunger disaster in Ethiopia, Kenya and Somalia. This family has traveled 110 km on foot to reach the border from Somalia to Ethiopia. They fled drought and conflict. Photo: Laurie MacGregor/Norwegian Church Aid.
Examples of NCA Rapid Response Interventions in 2011

**NCA contributions to emergency operations outside of NCA focus countries**

- **Japan – earthquake and tsunami**
  - March 2011
  - More than 5000 families assisted
  - Emergency response with focus on psychosocial assistance and provision of food and non-food items.
  - Implementing partners in Japan: Church World Service (CWS) - Asia/Pacific, Japan Lutheran Emergency Relief and Religions for Peace Japan.

- **Libya - violent conflict**
  - March 2011
  - Number of people assisted: 2000
  - Under the umbrella of ACT Alliance and the lead of LWF, NCA provided WASH services to Libyan refugees in the Remada camp in Tunisia from April to the end of September. From July 2011, NCA was also implementing partner of WASH for UNHCR.
  - NCA seconded personnel to Church of Sweden for provision of psychosocial support.

- **Pakistan - floods**
  - August 2011
  - Number of people assisted: 243,213
  - ACT Alliance emergency response in the Sindh province, previously hit by floods in 2010.
  - Focus on provision of WASH, provision of food items, non-food items and emergency shelter, as well as rehabilitation of the destroyed houses.
  - One NCA WASH kit was used during the emergency response providing approximately 5,000 people with safe water, sanitation and hygiene items.

**NCA emergency operations in focus countries**

- **Horn of Africa - drought and food insecurity**
  - Kenya: 42,000
  - Somalia: 227,234
  - Ethiopia: 200,000
  - Emergency response in Ethiopia in cooperation with CWS and LWF, in Kenya within the national ACT Forum and in Somalia directly.
  - NCA presence in Somalia through several decades allowed NCA to intervene in conflict-sensitive regions of the Gedo province. Psychosocial assistance and WASH services were provided and 4,000 tons of BP5 rations were distributed.
  - In Ethiopia, the main focus was provision of WASH, food items and finding long-term solutions for sustainable livelihoods.
  - In Kenya, the ACT Forum distributed 21,000 tons BP5 rations and other food and non-food items, and provided access to safe water and animal food.

---

5.2 GLOBAL ADVOCACY

5.2.1 MAIN PRIORITIES AND STATUS

NCA is committed to address root causes of poverty and injustice. To this end it is necessary to influence the attitudes held and decisions made by the powerful and those who control resources. NCA and partners work to influence political decisions made by individuals, communities, governments, religious leaders and businesses with regard to issues affecting the political, economic and social rights of the poor.

Chapter 4 provides examples of how NCA works with rooted advocacy together with our partners in NCA Country Programs. This chapter focuses on NCA advocacy aimed at influencing Norwegian and international decision-makers. NCA’s global advocacy is rooted in our emergency and long-term development work. We believe this enhances the legitimacy and impact of our efforts to influence decision-makers and development policy.

NCA has a mandate from our constituency in Norway to advocate in favor of pro-poor politics from our government and Norwegian enterprises operating in developing countries. The five strategic priorities defined in NCA’s Global Strategy and analysis of Norwegian politics guide our choice of advocacy issues. In 2011, NCA’s global advocacy has focused on Economic Justice, Climate Justice and on the importance of coherence between Norwegian development aid policy and other areas of Norwegian foreign policy, which affect the politics, economic and social rights of the poor.

Neither planning – through the development of aims and indicators for advocacy – nor evaluating and reporting on those indicators, are easy or straightforward tasks. Aiming at influencing politics on a broad range of topics demands a dynamic strategy and swift shifts between the various advocacy tools (defined as: dialogue, confrontation and mobilization). As such, NCA has limited control over the extent to which NCA’s political platform has impacted on Norwegian politics. We do, however, control the extent to which it is communicated to the decision-makers, understood and responded to, and whether we have been able to mobilize public support for our advocacy asks.

5.2.2 SELECTED RESULTS

**Economic Justice: Small Moves Can Make a Huge Impact**

By addressing Economic Justice issues, NCA aims to increase the capacity of developing countries to address poverty and inequality and make local, national, regional and global institutions more accountable to poor and marginalized groups.

In 2011, we have given particular focus to the issue of country-by-country reporting for Norwegian companies operating abroad. NCA believes that compulsory reporting for these companies may expose illegal transfer of funds that should benefit developing countries. In 2011, NCA mobilized 15,000 signatories to ask the Norwegian Government to impose country-by-country-reporting on companies listed at the Oslo Stock Exchange. Through reports and media coverage, NCA exposed to the public how Norwegian companies based in developing countries lack proper reporting and pay too little tax to host governments. These are valuable resources that could be mobilized for development. As a concrete result of NCA’s advocacy, the Minister of Finance, Mr. Sigbjørn Johnson, has given more attention to the issue. NCA is a strong supporter of Tax Justice Network – an organization that also contributed to public attention and support for tax justice.

In the Spring 2011, NCA published the report ‘Investing in Private Sector Development. What Are the Returns?’. The report investigates how public investment funds like Norfund document their development effect. The debate that followed resulted in more fiscal support for Norfund to develop better tools to report its effect on development.
Together with partner organizations in Canada, NCA in 2011 organized an ecumenical conference on the multiple negative effects of mining in developing countries. The conference gathered 150 participants and brought together Canadian churches and religious leaders and African religious leaders experiencing the negative impacts of Canadian mining companies in their local contexts.

**Climate Justice: “We Have Faith – ACT Now for Climate Justice”**

The mobilization up to COP17 in Durban culminated in the “We Have Faith – ACT Now for Climate Justice” campaign (see chapters 4.5 and 3.2.2). The main part of the campaign took place on the African continent and was conducted by NCA Regional and Country Offices together with partners.

NCA Head Office took also part in the mobilization up to COP17, both in terms of contributions to the African campaign and by conducting the Norwegian “arm” of the campaign. NCA worked together with the inter-faith community and WCC/MC in Norway in order to mobilize engagement and signatures.

6,296 signatures were gathered and handed over to the Minister of Development, Mr. Erik Solheim, before his departure to Durban.

In addition to the broader campaigning, lobbying was done throughout the year at the UNFCCC negotiation meetings as well as in Norway, towards bureaucrats and the political leadership. An inter-faith delegation from Norway, consisting of a bishop, an imam and various actors from different churches, attended the COP17. NCA provided the delegation with inputs and facilitated a meeting with the Norwegian Head of Delegation.

**Finding Equitable Solutions to the Climate Crisis**

NCA has an added value among the development NGOs in Norway with our focus on an equitable solution to the climate crisis. Focusing on equity means taking into account how big the countries’ historic responsibilities are in terms of the magnitude of greenhouse gas emissions.

Climate financing (financing climate actions in developing countries) is another key prioritized area for NCA. NCA has been vocal in the discussion about long-term finance as well as the Green Climate Fund. Based on the principle of equity the rich countries with the largest historic responsibilities should finance adaptation measures in the countries affected by climate change and contribute to mitigation efforts. In 2011, NCA produced a report on climate financing in Norway and handed it over to the State Secretary. Lobby meetings were held with political parties. The focus was on the need for additional allocations for climate financing and in particular the need to help poor and vulnerable countries adapting to the adverse effects of climate change.

The Norwegian white paper no. 14 (2010-2011) mentions climate change adaptation as a separate (and new) priority for the government. The fiscal budget for 2012 increases the allocations for adaptation somewhat, albeit not enough. This is a positive signal, but we need to work further to make sure adaptation efforts receive enough public funding.

**Aid is not enough – a Call for Policy Coherence**

Aid alone cannot address the needs of the developing world. Therefore, the need for so-called coherence in policies across sectors that affect political, economic and social rights of poor people in developing countries has been an overarching priority for NCA’s advocacy work for several years. Policies in areas like agriculture, trade, investment and migration have a profound impact on developing countries, yet they often work at cross-purposes.

In 2011, as the Norwegian government finally released its first report on policy coherence, NCA published a shadow report on the same issue. The rationale behind this shadow report was twofold. One was to judge also those policy areas that were left out of the official report. The second reason was to do an “independent” evaluation on coherence based on NCA’s policy. The overall goal was to use the shadow report as an advocacy tool asking for more coherence in development policies. The shadow report describes and documents areas where government policies are not coherent and makes suggestions on how the government can change policies to become more supportive of development countries’ goals for development.

Both the official report and NCA’s shadow report have received attention in the public and among relevant decision-makers. The term coherence and the importance of it is now put more clearly on the agenda and is better understood by key actors. Despite these signs of influence, we have yet to see tangible changes in policies. However, all the political parties in Norway are currently in the process of developing new policies for the national elections in 2013, and in this process we are continuously advocating and lobbying for NCA’s development policy. In 2013, we will know if our proposed policies have been anchored in real changes in political programs.
5.3 MOBILIZATION OF PEOPLE AND RESOURCES IN NORWAY

5.3.1 INTEGRATED BRAND-BUILDING AND MOBILIZATION

NCA challenges people in Norway to join the fight against poverty by giving their economic support and mobilizes them to influence relevant decision-makers.

NCA’s reputation as a credible civil society actor in Norway – crucial factor in gaining the support of the Norwegian public and our aim to maintain our position as one of the most trusted organizations in the country. We are proud and humble to recognize that 76% of all Norwegians have a positive impression of our work and that 87% find us trustworthy. This has been a stable result in Opinion polls during the past years.

83% of Norwegians associate NCA’s work with emergency relief; 85% with long-term development, but only 30% associate us with advocacy work (Opinion 2012). In the coming years, NCA’s plan is to become a stronger advocacy actor and communicate this to a broader population. We aim to reach 45% of the public with this information.

Maintaining good and regular contact with the media has proved to be important in creating necessary visibility. NCA currently occupies a stable position as Norway’s second-most-visible humanitarian actor37 by article volume in foreign news stories (Retriever 2012). In total, NCA’s name was printed/broadcasted 290 million times in 2011, equaling an average of 58 times per resident of Norway (Retriever 2012). Through the facilitation of field visits by Norwegian journalists (Aftenposten and Vårt Land) to Somalia during a drought on the Horn of Africa, NCA provided Norwegian public opinion with new and different news angles on the crisis.

NCA hired an investigative journalist to do research on issues such as the tax policies of Norwegian companies abroad and Norwegian bond investments in the countries of Northern Africa before and during the Arab spring. We also made research to find out whether any positive effect was gained by the Norwegian purchase of climate quotas abroad. This research led to the publication of several reports, which were provided to the biggest news channels in Norway and subsequently received thorough coverage. More importantly, this news coverage supported our efforts in advocating these issues towards decision-makers.

During the summer of 2011, we encouraged a debate amongst the aid agencies on the issue of how to portray people living in poverty. We raised the debate in channels such as the newspapers Dagbladet and Morgenbladet and the radio program Dagpint 18. This debate continued throughout autumn and has also been covered in the newspaper Dagbladet in 2012. Primarily it has been a debate between NCA and organizations that rely on child sponsorship programs. But also other actors like SAIH, DIGNI and RORG have made their voices heard.

In 2011, our website received its very first award – the Arfund medal bronze medal. This prize has been considered as one of the most prestigious in Norway in recent years.

NCA’s website received 133,000 unique visitors during 2011. While this represents a decrease from 2010 figures, we see that our average visitor spends 26% longer on our site and reads more articles per visit than in 2010. Simultaneously, NCA is growing in ‘likes’ on Facebook and Twitter, an indication that our ‘passive’ followers keep tabs on us via social media, while our more driven followers channel their interest through the website in line with current digital media trends in Norway today.

Mobilization of churches, local communities and individuals

In 2011, 1,250 local churches participated in NCA’s annual Lenten Campaign, a national event that aims to mobilize people in Norway and raise money by providing people information and opportunities to get involved. In 2011, this campaign focused on economic justice.

In order to carry out our Lenten Campaign, NCA depends on our 150 dedicated volunteers and thousands of dedicated employees in the churches, as well as thousands of volunteers carrying out the door-to-door campaign. In 2011, the campaign raised NOK 30.8 million and collected 15,000 signatures demanding tax justice for poor countries (see 5.2.1). The campaign set the national agenda in the press and continues into 2012.

450 local congregations mobilized their members in response to the humanitarian crises in the Horn of Africa and in Japan. In total, NCA raised NOK 24 million towards emergency relief and reconstruction work from the Norwegian public and the churches.

50% of the Norwegians who support NCA in the Lenten Campaign are first-time contributors. NCA’s website received 133,000 unique visitors during 2011. While this represents a decrease from 2010 figures, we see that our average visitor spends 26% longer on our site and reads more articles per visit than in 2010. Simultaneously, NCA is growing in ‘likes’ on Facebook and Twitter, an indication that our ‘passive’ followers keep tabs on us via social media, while our more driven followers channel their interest through the website in line with current digital media trends in Norway today.

NCA has a database of e-mail “activists” which form an increasingly important part of our mobilization strategy in Norway. By presenting the activists a wide range of issues we are able to communicate the diversity of NCA’s work and at the same time offer an easy way for people to get involved: It takes only seconds to sign a petition by e-mail – related to issues people care about (e.g. the climate justice campaign). NCA aims to grow our database by 10,000 new activists each year. We fulfilled this goal in 2011, thereby doubling the total number of activists who take part in our advocacy campaigns by e-mail. Under the headline “Silence is acceptance” (Den som tier samtykke), NCA encouraged Norwegians to give us their support by highlighting relevant issues such as ethical guidelines for the Norwegian pension fund (Bruk Oljefondet etsk). In addition, NCA has a group of activists interested in more high-level advocacy campaign involvement through face-to-face meetings and letters to the government. NCA hold 10 regional seminars in 2011 for 210 people, who challenged Norwegian politi- cians face to face on current campaign-related issues. Our plan is to grow this group to 500 by 2015.

Christmas is an important time of year for NCA’s communication work. We are proud to cooperate with over 100 local churches in our Christmas campaign. In 2011, we reached out to tens of thousands of Norwegians around the country with our special Christmas message of global justice.

In total, NCA raised NOK 172 million from individual donors, churches and the corporate sector in 2011. Of these, 140 million was raised as part of our regular fundraising. NOK 10 million above budget, 32 million NOK was raised in response to emergencies.

37 Norwegian Red Cross is the most visible humanitarian actor.
6. SECURITY MANAGEMENT

The security situation for humanitarian work has deteriorated significantly in the last years. International reports describe the last ten years as the worst decade ever with regard to attacks on humanitarian workers. Although the past two years show a decrease in violence against aid workers, this is mainly due to shrinking presence of aid workers in highly sensitive areas. Kidnapping of NGO staff remains a major threat.

This situation has motivated NCA to address security issues more comprehensively than before. Security work in NCA has grown with regard to focus, priority and manpower. Security is more visible in the organization, and responsibilities more clearly spelled out both in HQ and Country program level. Acceptance and relationship building remain the main strategy for NCA.

Throughout 2011 NCA continued to appoint security staff, identify security focal points, develop and update security policy, plans and crisis management procedures. Security Training was conducted and crisis management exercises implemented in Head Office and at country level. In 2011, NCA decided that all staff travelling to or working in Country Offices should receive security training. Another important decision made by NCA in 2011 was the definition of NCA Country Representatives’ clear responsibility toward security training of national staff.

Cooperation within ACT is increasingly important also in the security area. In 2011, security training of staff was conducted by NCA resources or ACT partners in 12 countries. The ACT Security Working Group produced the ACT Security Training video. The ACT Security Handbook, which creates common ground for all ACT partners in their security work, was revised. A major event was the ACT Security Week in May 2011, where all NCA Country Offices were involved.

Membership in European International Security Forum - with biannual meetings - remained an important professional input to the security work.

Security monitoring at “hot pots” remained an important strategy. Staff travelling to “Hot spots” regardless of position and prior knowledge, had to go through compulsory briefing before departure.

NCA has also started working with partners on security issues, but this work is still in an early stage.

7. EVALUATIONS

<table>
<thead>
<tr>
<th>Country</th>
<th>Name of Evaluation</th>
<th>Type/description</th>
<th>Level: Program/project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>Global evaluation of NCA’s GSP 2005-2009/10 thematic priority; Religions for conflict transformation and peace building (for more details, see separate presentation below)</td>
<td>External evaluation based on field studies in Pakistan, India and Ethiopia, a Norad field study in Haiti and an NCA internally-conducted desk study</td>
<td>Global evaluation of a NCA thematic program priority</td>
</tr>
<tr>
<td>Vietnam</td>
<td>“Promote Gender equality – reduce domestic violence”</td>
<td>Mid-Term internal evaluation</td>
<td>Program evaluation of Gender-Based Violence</td>
</tr>
<tr>
<td>DR Congo</td>
<td>“Reducing Gender-Based Violence and building sustainable Peace in DRC”</td>
<td>Internal Evaluation</td>
<td>Program Evaluation</td>
</tr>
<tr>
<td>Angola</td>
<td>GBV, HIV and AIDS baseline</td>
<td>Participatory gender and HIV/AIDS assessment and audit of core NCA partners</td>
<td>Program baseline for gender and HIV/AIDS</td>
</tr>
<tr>
<td>Sudan</td>
<td>Evaluation of Norwegian Church Aid’s (NCA) support to GBV projects implemented by SNCTP in Mayo Farm (2006-2010)</td>
<td>External Evaluation</td>
<td>Program and partner evaluation.</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>&quot;Empowerment of the Poor through Federations” (EPF) project, SDGs: Impact and processes&quot;</td>
<td>External evaluation</td>
<td>Project evaluation</td>
</tr>
<tr>
<td>Occupied Palestinian Territory</td>
<td>Department of Service for Palestinian Refugees (DSPR) Strategic Plan</td>
<td>External evaluation, participation of DSPR staff and members of governance structures</td>
<td>Partner evaluation</td>
</tr>
<tr>
<td>Malawi</td>
<td>Food Crisis Emergency and Recovery Project Joint Evaluation by ACT Members</td>
<td>External evaluation</td>
<td>Evaluation of Food Crisis emergency intervention by ACT</td>
</tr>
<tr>
<td>South Africa</td>
<td>Evaluation of the “We Have Faith – Act Now for Climate Justice” in South Africa.</td>
<td>External evaluation of the South African COP17 campaign</td>
<td>Program evaluation of Climate Justice</td>
</tr>
<tr>
<td>Mauritania</td>
<td>LWF DWS Mauritania Mid-Term Evaluation Report 2011</td>
<td>External mid-term evaluation of the Integrated Community Development program</td>
<td></td>
</tr>
<tr>
<td>Mauritania</td>
<td>Evaluation of Public What you Pay Mauritania</td>
<td>External Evaluation</td>
<td></td>
</tr>
</tbody>
</table>
Global evaluation of the Global Strategy (2005-09) thematic priority “Religions for conflict transformation and peace building”


Background: In the Global Strategic Plan (GSP) 2005-2009, one of NCA’s five thematic priorities was “Religions for conflict transformation and peace building”. The overall goal for this priority was to mobilize religious actors as a force for transforming conflict and building peace at all levels in society.

Methodology: The global evaluation was conducted based on field studies in India, Pakistan, Ethiopia and Haiti (made by the norad in 2009) and a NCA internally conducted desk study.

Purpose/objective: The objective of the global evaluation was to identify constraints and challenges in NCA’s peace and reconciliation programs/projects as well as any unintended effects. Secondly, the evaluation should establish to what extent rights-holders and other stakeholders have participated in planning and implementation of projects supported by NCA and partners. Finally, the evaluation should identify lessons learned and come up with specific recommendations related to the future of NCA’s and partners’ peace and reconciliation programs.

Key findings: NCA is a highly relevant peace building actor and has shown a certain capacity to adapt interventions in line with contextual developments and build relationships with a wide array of actors in highly sensitive contexts. For Ethiopia and Pakistan, the evaluation team believes that in order to fulfill the objectives of participation, equity and protection, the role of women in peace building needs to be strengthened. In this regard India stands out as a positive example. NCA has accomplished a number of key successes and great achievements in its peace building work. In Pakistan, for instance, the contribution to the establishments of the World Council of Religions was a major result in itself. However, programs and projects have shown a mixed profile when it comes to sustainability of NCA’s peace and reconciliation work.

Recommendations:
- Increase the use of planning tools and improve monitoring and evaluation systems adapted to the field of peace building.
- Enhance risk analysis and management as NCA works in sensitive and at times very insecure contexts.
- Strengthen women’s participation in peace building and introduce gender-mainstreaming tools.
- Share NCA’s experiences across programs in order to identify sustainability mechanisms that work.
- Develop a concrete peace building strategy and establish conceptual clarity about the terms of peace building and conflict transformation within the organization and with partners.

8. FINANCIAL SUMMARY

Norwegian Church Aid prepares consolidated financial statements, which provides a fair view of the organization as a whole, both operations in the field and at the Head Office. In 2011, total use of funds amounted to NOK 803.9 million, whereas total acquired funds amounted to NOK 819.1 million. NOK 15.2 million was allocated to Norwegian Church Aid’s reserves.

The consolidated annual financial statement presents the organization as a financial entity and gives a view of performance and financial position. It means that analyzing Norwegian Church Aid’s total activities is much easier now compared to when accounts from various field offices were treated separately.

ACQUIRED FUNDS

Norwegian Church Aid’s total acquired funds amounted to NOK 819.1 million in 2011. Total acquired funds in 2010 amounted to NOK 842.9 million.

Public funds

Public funding for the organization’s development cooperation and work in Norway amounted to NOK 472.0 million of which the administration subsidy was NOK 31.9 million. Funding from other organizations amounted to NOK 175.3 million, an increase compared to 2010.

In accordance with recommended practice for accounting and reporting by charities public funding and funding from other organizations is generally recognized as income only when costs are incurred related to fulfill objectives, hence only that part of the grant which is recognized as an expense during the financial year is booked as income.

Fundraising, gifts

Acquired funds through fundraising and gifts amount to NOK 171.9 million in 2011. Comparable numbers for 2010 amounted to NOK 191.9 million. The decrease from 2010 is due to large revenues from fundraising in 2010 for Operation Day’s Work and the earthquake in Haiti.

Financial income

Net financial result is a net loss of NOK 2.4 million in 2011, comparable numbers in 2010 was a net profit of NOK 10.2 million. The decrease from 2010 is primarily due to value adjustments of fund investments.

Use of funds

Total use of funds in 2011 was NOK 803.9 million, compared to NOK 782.2 million in 2010.

Direct expenses in the acquisition of funds

Direct expenses in the acquisition of funds amounted to NOK 29.1 million in 2011, compared to NOK 27.4 million in 2010. This amount is the expenses of fundraising activities in Norwegian Church Aid.

Expenses related to the organization’s purpose

Total expenses related the organization’s purpose in 2011 amounted to NOK 732.1 million. Of these NOK 243.6 million was transferred to partners for bilateral projects with Norwegian Church Aid. Expenses relating to the organization’s own activities that relate to its purpose was NOK 488.5 million, of which NOK 43.0 million in Norway.

Administrative expenses

Administrative expenses at the Head Office were NOK 42.7 million, of which NOK 25.8 million are personnel costs. Administrative expenses were 5.3 % of total acquired funds, compared to 7.5 % for 2010.

How we spend the funds!

Source: Annual Finance Report 2011

For the purpose: 91.1 %
Fundraising: 3.6 %
Administration: 5.3 %

Consultations with religious leaders on interfaith collaboration for peace building in Pakistan; Photo: Margrethe Volden/Norwegian Church Aid
WORK AGAINST CORRUPTION

According to Norwegian Church Aid (NCA), the rights-holders, due to their difficult and vulnerable situation, are the most affected by corruption and financial mismanagement and the subsequent freezing and redirection of funds.

In line with NCA’s policy of transparency, NCA publishes annually a report of the organization’s work combating corruption and financial crime. The report includes a summary of cases investigated during the year.

Cases investigated in 2011:

During 2011 one of NCA’s partners in South Africa reported that the Chief Accountant had embezzled an amount of approximately NOK 50,000, and in Somalia NOK 250,000 were defrauded by an earlier program coordinator. This case continued in Kenya’s legal system for several years until concluded in 2011.

NCA investigated also cases where fraud/mismanagement after final investigation was ruled out:

In Burundi, a cooperating partner was investigated for more than two years until finally concluded in 2011, and in Somalia a whistleblowing resulted in both internal and external investigation. In both Brazil and Zimbabwe a cooperating partner was investigated for presenting forged audit reports. Investigation of a cooperating partner in Kosovo was also carried out due to the Executive Director taking unauthorized loans.

In Tanzania, NCA and several other donors carried out investigations of a cooperating partner due to weak internal control systems and accounting procedures. Also due to weak internal control and accounting systems, NCA initiated review of all its cooperating partners in DR Congo.

Due to NCA’s thorough risk control and investigation systems for preventing and reducing misuse of funds, NCA has gradually experienced a reduction of cases where financial crime is involved.

NCA’s standpoint of zero tolerance with respect to corruption and financial irregularities is first of all due to the impact of corruption and financial mismanagement on the rights-holders. Since NCA works in areas situated in some of the world’s most corrupt countries, NCA will continue developing anti-corruption systems, in addition to exploring new measures in line with the challenges of these areas.

INCIDENT REPORT (IR)

All Incident Reports (IR) and Complaints in 2011 are based on reports received from NCA staff in Norway and in country offices as well as complaints received from external actors. Specific formats for incident reports are used. Reports are received and filed by the hub for IR in the HR department in Oslo and kept confidential in files open only for those working with IR.

Comments and follow up of the types of incidents occurring most often:

Security. Several security IRs have been followed up by looking over and updating security routines and systems for assessing security situations.

Crime. These are incidents often related to general level of crime in country context. Learning point from 2011 is that it is important to involve the police about also small thefts, in order to be able to claim refund from insurance.

Financial. Routines and principles are integral part of all partner agreements. However it is important to repeat routines for financial management and control that these routines are followed in monitoring visits etc. A financial partner assessment tool has been developed in order to have a tool looking systematically into financial management in partner organizations.

It is important to have proper agreements according to Routines and Guidelines with consultants.
STATEMENT OF ACQUISITION & USE OF FUNDS AND BALANCE SHEET

NOX '000  2011  2010

ACQUIRED FUNDS
Membership fees (Changemaker)  171  160
Acquired funds – Public funding
Nord  216 649  207 011
MFA  208 688  237 729
Other public funding  14 889  6 668
Administration subsidy  31 903  30 392
Total public funding  472 049  479 781
Other funding/other organisations  175 276  144 676
Total funding  647 326  624 457

Direct expenses in the
Membership fees (Changemaker)  171  160
acquired funds
Africa  99 125  111 046
Europe  91 106  106 800
Latin America  37 215  46 389
Global  227 446  264 230

Total acquired funds  819 140 842 875

ASSETS
Fixed Assets
Furniture, fittings, equipment and property  64 169  67 381
Total fixed assets  64 169  67 381

Current assets
Inventory  2 240  1 746
Receivables  93 767  98 013
Investment funds  107 575  111 156
Cash in hand and at bank  141 546  145 156
Total current assets  346 884  365 517

Total assets  409 053  432 947

EQUITY & LIABILITIES
EQUITY
Basic capital  74 060  73 661
Equity with external constraints  49 799  61 089
Equity with voluntarily internal constraints
Emergency reserve  11 721  11 721
Legacy income reserve  4 785  4 365
Nidaros: Britt Arnild Wigum Lindland (Dunn åpsets)
Aina Tøven Malum (Britt Arnhild Wigum Langed)
North Hålogaland: (Torkel Langseth)
South Hålogaland: – (Torkel Langseth)

Total equity  177 110  161 900

LIABILITIES
Accruals for liabilities
Permanent liabilities  0  619
Total other long-term liabilities  0  619
Total accrued liabilities  12 659  16 956

Long-term liabilities
Loan GOCD  29 600  31 500
Total long-term liabilities  29 600  31 500

Total liabilities  231 945  271 048

Total assets and liabilities  409 053  432 947

STAFF

All diocese councils in Norway appoint one representa- tive to Norwegian Church Aid’s Council, and five rep- resentatives are appointed by the General Synod of the Church of Norway. In addition, the Council has represent- atives from a number of free churches and several na- tional Christian organisations for youth and evangelism.

Norwegian Church Aid’s Council appointed for:
May 2007 to May 2011
May 2011 to May 2015:

Members (deputy members)

Church of Norway, diocese councils:
Oslo: Inger Anne Naterstad (Elise Sandnes)
Arla: Erlin Berg (Oddvar Rasmussen)
Berg: Håk Tore Andersen (Tor Sætry)
Andres Henrikken Aarot (Bjørn Solberg)
Hamar: Bjørn Ingevald Ødestug (Day Landmark)
Bjørn: Ogvald Ødestug (Sanne Kristine Dale Nægler p. CM)
Tunsberg: Sigurd Voigen (Tore M. Lund)
Nidaros: Britt Arnild Wigum Lindland (Dunn åpsets)

Municipal: (Torkel Langseth)
South Hålogaland: – (Torkel Langseth)
North Hålogaland: (Torkel Langseth)

The General Synod, Church of Norway:
Per Øskar Khajlaas, bishop of North Hålogaland
( Per Øskar Khajlaas, dean of Troms)

The Salvation Army:
Bernt Øarl Brans (Eli Nodeland Hagen)
Bernt Øarl Brans (Magna Viða Nielsen)

The United Methodist Church in Norway:
Trond Fliberg (contact person)

The Pentecostal Movement in Norway:
Trond Fliberg, Hanne Myriam Andersen (Bjørn Bjoerke)

The Domestic Seamen’s Mission:
Roald Øvrebø (Solfrid Bjørkås)

The Evangelical Lutheran Free Church of Norway:

The Salvation Army:
Bernt Øarl Brans (Eli Nodeland Hagen)

The Pentecostal Movement in Norway:
Trond Fliberg, Hanne Myriam Andersen (Bjørn Bjoerke)

The United Methodist Church in Norway:
Trond Fliberg (contact person)

Representative of the Saami Church CenCI:
John Erlend Brone (Loiva Zacharhais Dunfjell)
John Erlend Brone (Loiva Zacharhais Dunfjell)

National Christian organizations:

The Domestic Seamen’s Mission, Riuul (Solfrid Bjørkås)

Norwegian Saami Mission: Bøys (Carl Johan Johansen)

Norwegian Universities and Schools Christian Fellowship:

The Salvation Army:
Bernt Øarl Brans (Eli Nodeland Hagen)

The Pentecostal Movement in Norway:
Trond Fliberg, Hanne Myriam Andersen (Bjørn Bjoerke)

The United Methodist Church in Norway:
Trond Fliberg (contact person)

National Christian organizations:

The Domestic Seamen’s Mission, Riuul (Solfrid Bjørkås)

Norwegian Saami Mission: Bøys (Carl Johan Johansen)

Norwegian Universities and Schools Christian Fellowship:

The Salvation Army:
Bernt Øarl Brans (Eli Nodeland Hagen)

The Pentecostal Movement in Norway:
Trond Fliberg, Hanne Myriam Andersen (Bjørn Bjoerke)

The United Methodist Church in Norway:
Trond Fliberg (contact person)

Representative of the Saami Church CenCI:
John Erlend Brone (Loiva Zacharhais Dunfjell)
John Erlend Brone (Loiva Zacharhais Dunfjell)

National Christian organizations:

The Domestic Seamen’s Mission, Riuul (Solfrid Bjørkås)

Norwegian Saami Mission: Bøys (Carl Johan Johansen)

Norwegian Universities and Schools Christian Fellowship:

The Salvation Army:
Bernt Øarl Brans (Eli Nodeland Hagen)

The Pentecostal Movement in Norway:
Trond Fliberg, Hanne Myriam Andersen (Bjørn Bjoerke)

The United Methodist Church in Norway:
Trond Fliberg (contact person)

Representative of the Saami Church CenCI:
John Erlend Brone (Loiva Zacharhais Dunfjell)
John Erlend Brone (Loiva Zacharhais Dunfjell)

National Christian organizations:

The Domestic Seamen’s Mission, Riuul (Solfrid Bjørkås)

Norwegian Saami Mission: Bøys (Carl Johan Johansen)

Norwegian Universities and Schools Christian Fellowship:

The Salvation Army:
Bernt Øarl Brans (Eli Nodeland Hagen)

The Pentecostal Movement in Norway:
Trond Fliberg, Hanne Myriam Andersen (Bjørn Bjoerke)

The United Methodist Church in Norway:
Trond Fliberg (contact person)

Representative of the Saami Church CenCI:
John Erlend Brone (Loiva Zacharhais Dunfjell)
John Erlend Brone (Loiva Zacharhais Dunfjell)
By the end of 2011 Norwegian Church Aid employed 150.3 permanent members of staff. They were distributed between the various departments as follows:

- Department for International Programs: 59.5
- Department for Communication and Fundraising: 42.7
- Human Resources Department: 11.6
- Finance Department: 25.1
- Department for Development Policy: 7.4
- Secretariat: 4.0

In addition, the organization had five temporary positions in the course of the year. That means that by the end of 2011, the organization had 155.3 positions in total in Norway.

### Permanent Positions

<table>
<thead>
<tr>
<th>Year</th>
<th>Permanent Positions Head Office</th>
<th>Permanent Positions Head Office - Expats</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>118.5</td>
<td>18.3</td>
</tr>
<tr>
<td>2007</td>
<td>136.3</td>
<td>19.3</td>
</tr>
<tr>
<td>2008</td>
<td>146.3</td>
<td>20.3</td>
</tr>
<tr>
<td>2009</td>
<td>141.1</td>
<td>21.1</td>
</tr>
<tr>
<td>2010</td>
<td>146.3</td>
<td>22.3</td>
</tr>
<tr>
<td>2011</td>
<td>150.3</td>
<td>23.3</td>
</tr>
</tbody>
</table>

### Temporary Positions

<table>
<thead>
<tr>
<th>Year</th>
<th>Temporary Positions Head Office</th>
<th>Temporary Positions Head Office - Expats</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>17.3</td>
<td>2.3</td>
</tr>
<tr>
<td>2007</td>
<td>17.5</td>
<td>2.5</td>
</tr>
<tr>
<td>2008</td>
<td>24.5</td>
<td>3.5</td>
</tr>
<tr>
<td>2009</td>
<td>9.4</td>
<td>1.5</td>
</tr>
<tr>
<td>2010</td>
<td>9.8</td>
<td>1.5</td>
</tr>
<tr>
<td>2011</td>
<td>5.0</td>
<td>1.0</td>
</tr>
</tbody>
</table>

### Total Head Office

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Head Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>135.8</td>
</tr>
<tr>
<td>2007</td>
<td>153.8</td>
</tr>
<tr>
<td>2008</td>
<td>170.8</td>
</tr>
<tr>
<td>2009</td>
<td>150.3</td>
</tr>
<tr>
<td>2010</td>
<td>155.3</td>
</tr>
<tr>
<td>2011</td>
<td>155.3</td>
</tr>
</tbody>
</table>

### Positions in Representations

- Permanent Positions on contract from the Head Office: 39.0
- Temporary Positions on contract from the Head Office: 40.0

The gender distribution among field staff (employed on contract from the Head Office) and Head Office staff is as follows:

<table>
<thead>
<tr>
<th>Head office</th>
<th>Field offices</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Managers</td>
<td>41%</td>
</tr>
<tr>
<td>Staff</td>
<td>41%</td>
</tr>
</tbody>
</table>

Norwegian Church Aid’s field offices employ expats on contract from the Head Office and local staff, and they are distributed as follows:

<table>
<thead>
<tr>
<th>Country</th>
<th>Expats</th>
<th>Local</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rwanda</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Burundi</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>DR Congo</td>
<td>2</td>
<td>23</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Kenya</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>Somalia</td>
<td>0</td>
<td>26</td>
</tr>
<tr>
<td>South Sudan</td>
<td>4</td>
<td>77</td>
</tr>
<tr>
<td>Sudan</td>
<td>7</td>
<td>625</td>
</tr>
<tr>
<td>North and South Sudan</td>
<td>8</td>
<td>138</td>
</tr>
<tr>
<td>Sudan – Darfur</td>
<td>3</td>
<td>406</td>
</tr>
<tr>
<td>Tanzania</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>Malawi</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>Angola</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>South Africa</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Iraq</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Jerusalem</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Pakistan</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>Guatemala</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Haiti</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Brazil</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Myanmar (formerly Burma)</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Thailand</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Vietnam</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Laos</td>
<td>2</td>
<td>70</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Nepal</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>39</td>
<td>933</td>
</tr>
</tbody>
</table>
AUDITORS OPINION

To the Supervisory Board of Norwegian Church Aid

Independent auditor’s report

Report on the Financial Statements

We have audited the accompanying financial statements of Norwegian Church Aid, which comprise the balance sheet as at 31 December 2011, and income statement, showing a profit of kr 15,209 thousand and cash flow statement, for the year then ended, and a summary of significant accounting policies and other explanatory information.

The Board of Directors and the General secretary Responsibility for the Financial Statements

The Board of Directors and the General secretary are responsible for the preparation of financial statements that give a true and fair view in accordance with Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for such internal control as The Board of Directors and the General secretary determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with laws, regulations, and auditing standards and practices generally accepted in Norway, including International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements have been prepared in accordance with the law and regulations and give a true and fair view of the financial position of Norwegian Church Aid as at 31 December 2011, and of its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

PricewaterhouseCoopers AS, Postboks 748 Atrium, NO-0106 Oslo
T: +47 22 78 53 00, www.pwc.no
Org.no.: 987,009,763 MVA, Medlem av Den norske Revisorforening

Note: This translation from Norwegian has been prepared for information purposes only.
Norwegian Church Aid works with people and organizations around the world in their struggle to eradicate poverty and injustice.

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

Norwegian Church Aid is an ecumenical, diaconal organization for global justice. We work where needs are greatest, with no intention of changing religious affiliation of our beneficiaries.

To ensure the efficiency and quality of our work, Norwegian Church Aid is a member of ACT Alliance, one of the world’s largest humanitarian alliances. The alliance consists of church-based organizations throughout the world and cooperates with organizations of other religious faiths.

Norwegian Church Aid – Together for a just world