

NCA'S PROGRESS REPORT TO NORAD 2016



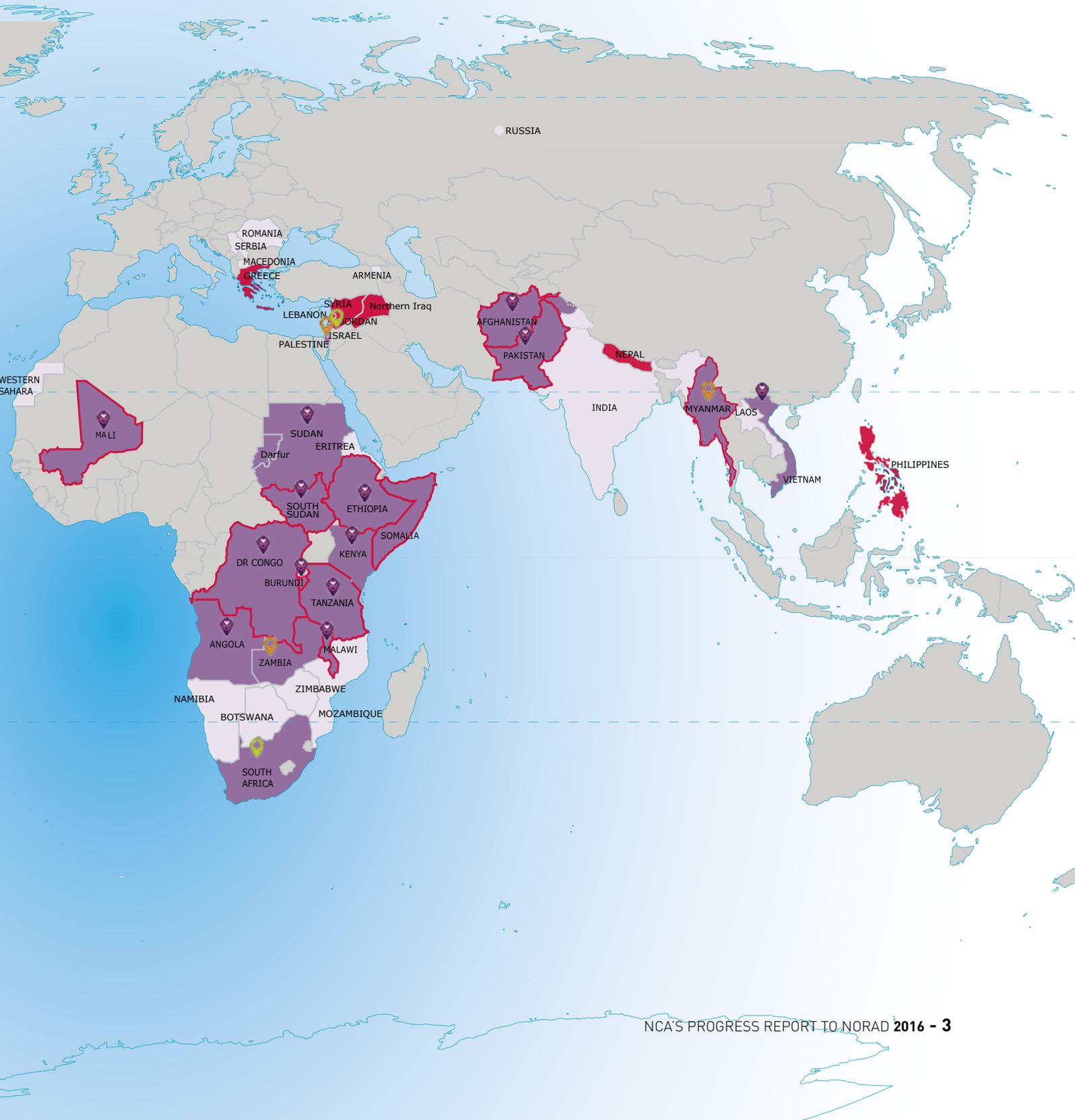
NORWEGIAN CHURCH AID
actalliance

WHERE WE WORK

MAP AS PER DECEMBER 31ST 2016



- Norwegian Church Aid's focus countries ■
 - Countries where Norwegian Church Aid provides strategic project support ■
 - Countries where Norwegian Church Aid is implementing large-scale humanitarian responses ■
 - Norwegian Church Aid focus countries implementing large-scale humanitarian responses ■
- In addition, NCA assisted women and men affected by conflict and natural disasters of smaller scale in focus countries
- Norwegian Church Aid and ACT sister organisations' Joint Country Programme (JCP) and office 📍
 - Norwegian Church Aid Office 📍
 - Norwegian Church Aid Regional Office 📍





Joyce Kulwa and Milembembe Nkinda use the hand washing facility known as a "Tippy Tap", Ikonda, Tanzania.

PHOTO: Håvard Bjelland/Norwegian Church Aid

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Mina Sakala and her husband Boniface Mwale are some of the beneficiaries of the NCA and DMI's Chipata Women Economic Empowerment Project. The aim of the project is to establish high income generating micro-enterprises. "Through this project we have learnt how to save and manage our finances. We have also been able to access a small loan to help us start with poultry farming," says Mina Sakala. **PHOTO:** Bellah Zulu/Norwegian Church Aid, Zambia



1. NCA RESULTS IN A DYNAMIC GLOBAL CONTEXT



NCA's 2016 long-term development results were achieved in, and affected by, the dynamic and often turbulent context in which the organisation and its partners operate. In 2016, this continued to be characterised by the fleeing of people from conflicts in countries like Syria, Iraq and South-Sudan, either across borders or to more stable areas within their own countries. Managing, or preparing to manage, the return of citizens who had earlier sought refuge from conflicts and persecution in neighbouring countries, was also a reality in Afghanistan, Somalia and Myanmar. In terms of natural disasters, NCA's response following the hurricane in Haiti was the most significant in 2016.

Whilst these situations are primarily humanitarian, which is not the primary focus of this report, they still impacted on the implementation of NCA's long-term development work. This is due to the increasing grey zone between these two arms of NCA's work, especially as the organisation operates in a greater number of conflict-affected states, the increasing security threats to NCA and partner staff and offices, and the impact conflict has on issues such as access and monitoring.

Given NCA's adherence to the rights-based approach, the ongoing persecution of human rights defenders, like those operating in the mining and hydropower sectors in Guatemala, also affected programme implementation. In countries like Burundi, Palestine and Tanzania, there has been a tightening of space for civil society, whilst others have witnessed glimpses of it opening up. Examples of this positive development from Mali and Vietnam are presented in chapter four of this report.

The global political focus on security, terror and movement of people in 2016 has also detracted international attention from inequality between groups in countries like Guatemala and South Africa. These continued to grow and NCA continues its work to reduce them. The financial situation in the countries where NCA works is also relevant, and the significant impact of the drop in oil prices in Angola on the local economy in 2016 is a good example of this.

There were several internal issues in 2016 that required the dedication of time and resources and in turn impacted on capacity to achieve programme results. Firstly, it was not only the first year of NCA's new global strategy, Faith in Action; it was also the



Dairy producers working on packaging of the dairy products. Abdi region, Ashtarlai district, Daikundi province.
PHOTO: Sayed Wahidullah Hashimi/Norwegian Church Aid, Afghanistan

first year of NCA's Programme Plan 2016-2020 and a new four-year cooperation agreement with the Norad. This meant rigging new and adjusted programmes across the globe to implement, monitor and report on a new set of global thematic programme results frameworks, along with corresponding country level frameworks. It also meant the revision of global and country results frameworks in line with feedback from Norad, along with delivering remaining baseline information. NCA also received an unusually late transfer of funds from Norad in 2016 resulting in delayed implementation for Norad funded projects and in some cases projects were off-track compared to 2016 targets.

Despite the complexities of these contexts described above, they also present a wealth of opportunities for positive change and development. Chapter two of this report captures this by presenting an inspiring selection of results from across NCA's country programmes. Chapter two also includes the risks and deviations encountered in the programmes throughout the year, in addition to how NCA and partners have identified and mitigated these. How important synergies between the programmes have been developed in 2016 in an effort to increase impact and efficiency is also presented in this chapter, in addition to how NCA and partners have fostered learning, capacity development and reflection within the global programmes.

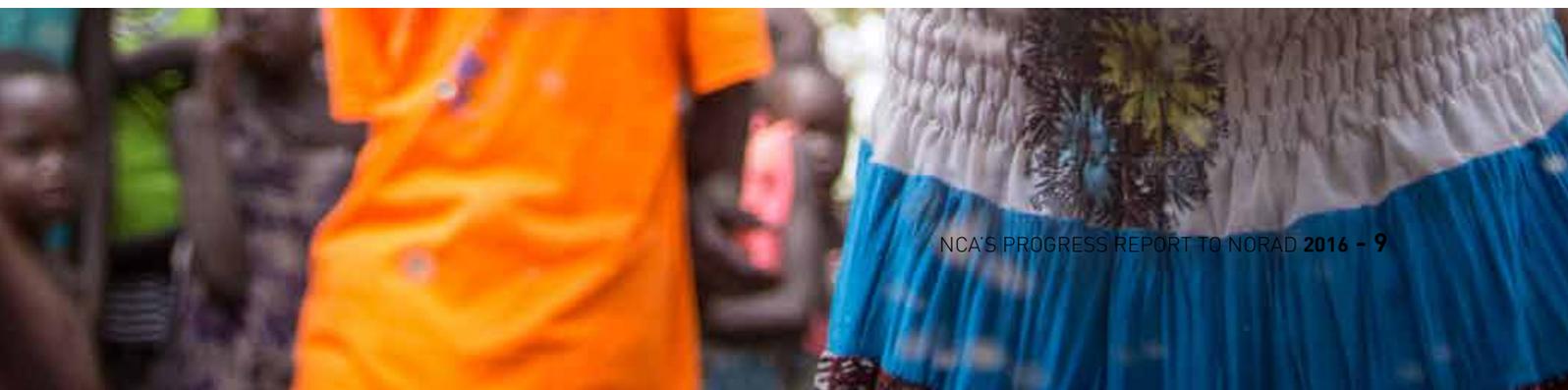
Chapter three presents a status report for NCA's work with key crosscutting issues such as conflict and gender sensitivity along with the strengthening of learning and results based management at NCA. NCA's work with strengthening partnerships and civil society in 2016 is documented in chapter four. This comes in addition to results related to strengthening civil society through NCA's country programmes presented in other chapters, particularly chapter two. The final chapter, chapter five, provides an analysis of how NCA has worked to diversify its funding base and improve cost efficiency in 2016.

In 2016, NCA had 13 country offices; and two regional offices in Jordan and South Africa. Together with other ACT sister organisations, NCA was also part of the joint management of five country offices which are either led by one ACT member (Myanmar and Palestine) or where the management model is still under development (Guatemala, Haiti and Zambia). NCA also had an office in Northern Iraq to follow-up on the humanitarian response in this area. Current global presence in terms of offices represents a concentration compared to 2015 and details of this are presented in chapter 4.

Jewi Refugee Camp, Ethiopia.
PHOTO: Hilina Abebe/
Norwegian Church Aid, Ethiopia



2. NORWEGIAN CHURCH AID'S GLOBAL PROGRAMMES



EFFECTING CHANGE LOCALLY AND GLOBALLY

2016 marked the launch of NCA's new global strategy, Faith in Action, with two long-term goals: Save Lives and Seek Justice. These goals build on NCA's distinctive identity and reflect efforts to effect change, both locally and globally. Faith-based actors have a particular responsibility and potential to contribute towards these long-term goals. 2016 was also the first year of NCA's Programme Plan 2016-2020, including its seven global programme results frameworks. Alignment between these documents and the UN's Sustainable Development Goals is available on NCA's webpage nca.no/sdg

NCA's new programme plan presents a thematic concentration from the previous strategic period from twelve to seven global programmes. At country level, NCA has also reduced the maximum number of programmes from an average of five to three. Paired with a geographical concentration in terms of the number of countries NCA works in, this laid the foundation for scaling up what NCA does best and where it has the most impact based on its distinctive added-value. The programme plan also demonstrates how NCA strengthens the interaction between citizens and states through strengthening civil society. Each global programme contributes in its own way to this, and ultimately to saving lives and seeking justice. The benefits of global programmes in strengthening both synergies between programmes and organisational

learning and capacity are also key elements of the plan. Specific programme transitions from NCA's previous strategic period to the seven in the current programme plan are presented in the results section below.

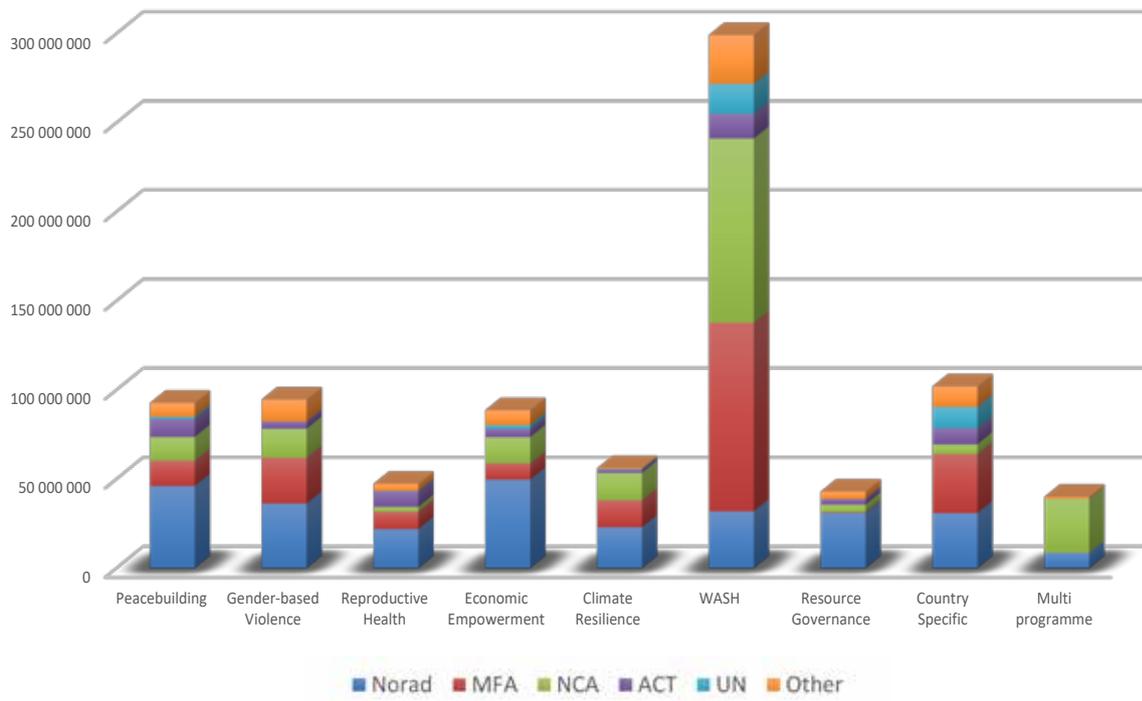
This results chapter documents progress against the goals presented in the seven global programme results frameworks and corresponding frameworks at the country level. These form the foundation for NCA's 2016-2019 cooperation agreement with Norad. Results are drawn from NCA's country programmes and analysed at the global programme level using an on-track, mostly on-track and off-track analysis. Whilst some results from one of NCA's two main cooperation agreements with the Royal Norwegian Ministry of Foreign Affairs (MFA) are presented in chapter two under the GBV programme, results from these humanitarian programmes, and NCA's humanitarian programme more generally, are reported directly to relevant donors and are not presented in this report. Results from NCA's programmes that fall outside the global results frameworks, NCA's contextual programmes, are also not reflected below.

TOGETHER FOR A JUST WORLD

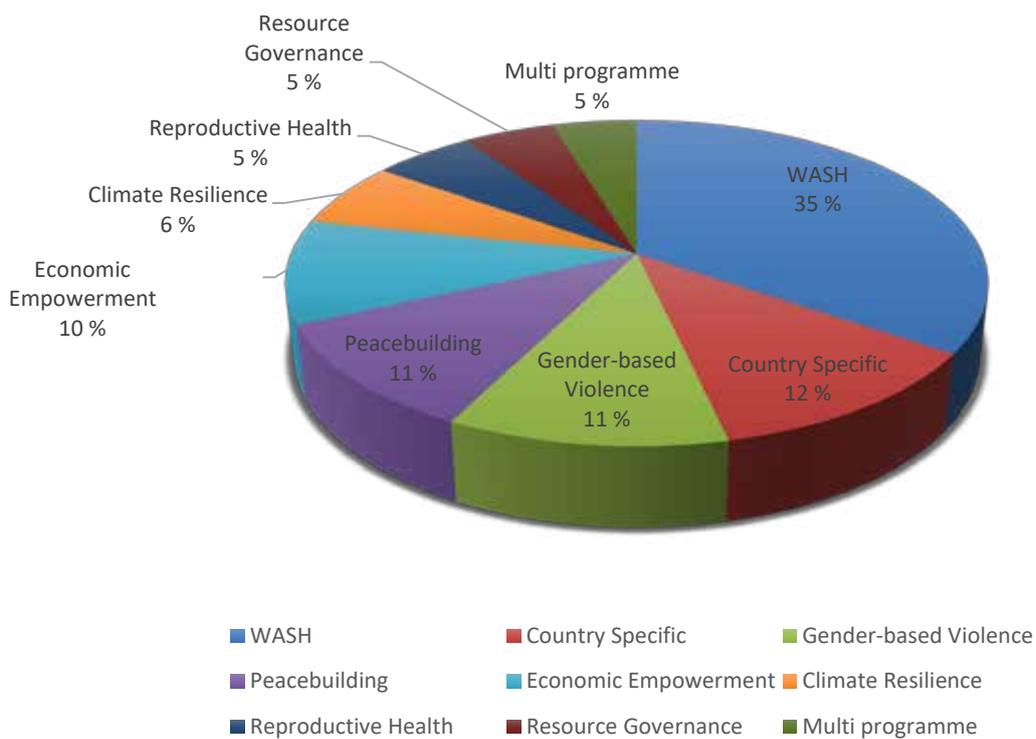
To save lives and seek justice is, for us, faith in action.



Donor distribution per programme



Expenditure per programme



2.1 PEACEBUILDING

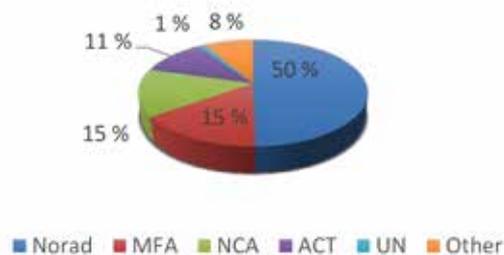
The NCA peacebuilding programme goal is that *Communities enjoy increased levels of peace*. To achieve this, it is geared towards ending open, potential and structural violence. The main objective in the 2016-2020 programme period is for social groups to experience constructive inter- and intragroup relations. Whilst the programme is new, it builds on aspects of three programmes from NCA's previous strategic period: Faith Communities and Peacebuilding; Women Peace and Security; and Community Violence and Small Arms Control. The programme also strengthens the capacity and sustainability of civil society actors working on peacebuilding, with a particular focus on faith-based actors (FBA).

works with the Reflecting on Peace Processes and Do No Harm tools as integrated elements of these approaches. NCA has both the experience and legitimacy in engaging, challenging and collaborating with religious actors, an added-value central to achieving the programme's ambitions. Engaging these religious actors and organisations is vital, as they play, or have the potential to play, key roles in peacebuilding processes.

2,000
women and youth
trained in conflict
transformation

Compared to its predecessors, the peacebuilding programme has a greater focus on diminishing violence between groups. At the programme and project design level this requires methodologies that strengthen collaboration between groups, advocate for sustainable solutions to structural causes of violence, and support inclusive structures for conflict prevention and mediation. The programme

Peacebuilding donor percentage:



Peacebuilding implementing countries:



* The DCA-NCA Joint Country Programme in **Palestine** implements components of the peace programme, however they do not use the NCA global results framework. Due to the sensitivity around the programme, it has also been contextualised and called Just Peace. Results from this programme are therefore not included in the on- or off-track analysis under each outcome.

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

PROGRESS IN 2016

OUTCOME 1: Social groups experienced more constructive inter- and intra-group relations ***
Contributing countries: Afghanistan, NCA-RPP and Pakistan

Outcome 1 seeks to transform violent and destructive social dynamics. Through this outcome, NCA aims to challenge and deconstruct negative stereotypes and discrimination, improve minority-majority relations and strengthen the social fabric within and between groups at the community, regional and national levels. NCA works with faith-based actors' role in improving group relations, both by working with and through them as change agents and by seeking to influence them to play a constructive role in inter-and intra-group relations. NCA is satisfied with the progress made towards this outcome as programmes in **Pakistan** and **Afghanistan** are mostly on-track when output and outcome indicators are measured against 2016 targets. The Nairobi based **Eastern Africa Regional Peace Programme** (NCA-RPP) is implemented in collaboration with regional faith-based partners and is also mostly on-track at output level.²⁴

NCA works with faith-based actors' role in improving group relations, both by working with and through them as change agents and by seeking to influence them to play a constructive role in inter-and intra-group relations. Intra- and interfaith dialogues have been central to this process. For example, the **Pakistan** programme organised 46 intra- or interfaith initiatives in 2016, including dialogue meetings, solidarity visits of religious leaders and community members to holy places of other faiths and sects, and joint celebrations of religious festivities across faith boundaries. These efforts helped counter negative stereotypes, especially against the Christian, Hindu and Sikh communities who tend to be presented as 'Indian or western agents' in history and textbooks.²⁵ These meeting points have also contributed to challenging and diminishing negative stereotypes held by the minority groups against the Muslim majority, and strengthened the capacities of the religious leaders as civil society actors. This increases the sustainability of programmes results. NCA's monitoring reports have confirmed this, documenting that they have initiated regular meeting points and arenas for cooperation aimed at resolving local conflicts between their respective communities.

OUTCOME 2: Inclusive, gender sensitive peacebuilding structures and mechanisms prevented and transformed conflict *
Contributing countries: Afghanistan, Mali, NCA-RPP, Pakistan, Palestine²⁶ and South-Sudan

Outcome 2 recognises the importance of communities' ability to peacefully address and resolve conflicts and to prevent them from taking on violent or otherwise destructive expressions. This is vital in the fragile and weak states where NCA implements its Peacebuilding programme. NCA has experience with supporting faith actor as peacebuilding structures. Community-based structures have a positive complementary role vis-à-vis formal structures. In parallel, NCA and partners always seek to conduct advocacy and lobbying to challenge governments to fulfil their responsibilities for enforcing the rule of law. As peacebuilding efforts are highly complex and sensitive, NCA considers progress on this outcome to be mostly on-track in **Pakistan, South Sudan, Afghanistan and Mali**.

NCA **Mali's** experience in supporting the establishment and development of local peace groups called *Equipies des personnes de ressources (EPR)*, or Resource People Teams, long precedes the start-up of the current Peacebuilding programme. In 2016, the peace groups intervened in 186 local conflicts over natural resource management, land ownership, criminal activities, and social issues. 54% of these were resolved. This is a lower percentage than previous years, reflecting the fact that the groups now intervene in more complex and challenging conflicts. For example, two groups in the Gao Region joined forces and successfully mediated between two armed opposition groups which had been in conflict over military and economic control of the Ansongo area for 5-6 months, leading to armed clashes, kidnappings, theft and restricted mobility in the area. According to NCA and partners' monitoring, there have been no reported kidnappings or property thefts in the area after the peace groups' mediation, and people can now travel as normal.

²⁴ Encompassing the following countries where NCA is present: Burundi, the Democratic Republic of Congo (DRC), Ethiopia, Kenya, Somalia, South Sudan, Sudan and Tanzania.

²⁵ See outcome three for particular efforts to address this portrayal.

²⁶ Different results framework

In **South Sudan**, the community of Yei experienced severe violence with very limited humanitarian access. This was due to the area becoming an escape corridor for opposition leaders who were chased out of Juba by government forces after the collapse of the peace deal. With facilitation from NCA partner RECONCILE, seven churches formed an ecumenical council for mediation in the conflict, and created a quiet diplomacy channel for dialogue between the opposing parties. The initiative resulted in the national government sending senior representatives to review the situation, and contributed to allowing humanitarian access to the city. Although the situation remains unresolved, an important result is that channels for dialogue between the opposing forces remain open through this church platform.

OUTCOME 3: Local actors have contributed to improve the status of laws, agreements, policies, budgets or institutions addressing key driving factors of conflict. ✱
Contributing countries: Afghanistan, Mali, NCA-RPP, Pakistan, Palestine²⁷ and South-Sudan

Outcome 3 targets drivers of conflict at the level of power holders through a bottom-up methodology. To achieve this, NCA prioritises increasing the capacity of local and national civil society actors to carry out advocacy. The focus for many NCA offices and partners in 2016 was therefore on acquiring the skills and developing the strategies needed to move from local-level influencing activities towards higher level advocacy. Given start-up challenges and contextual risk factors faced in several countries, explained further in the risks and deviations section, NCA is satisfied with the progress towards this outcome. The **NCA-RPP** is mostly on-track, and **South Sudan** are on-track on indicators related to capacity development but off-track on those related to implementation of advocacy projects. The **Mali** programme is currently off-track on this outcome.

Despite these challenges, however, NCA is already documenting results under this outcome. Together with partners, NCA **Pakistan** successfully advocated for legal changes to address forced marriages and conversion, discrimination of minorities in the job market, hate material in educational curriculums and hate speech.²⁸ NCA partner PEAD Foundation successfully lobbied the Provincial Education Department of Khyber Pakhtunkhwa Province to amend textbooks for grades one and two that previously undermined respect for non-Muslim communities and women, and replaced it with moderate content with positive images of followers of other faiths.²⁹ Nearly 700,000 public school students will benefit each year from these revised textbooks.

In **Palestine**, the Ecumenical Accompaniment Programme in Israel and Palestine (EAPPI), reported 359 incidents of violation of International Humanitarian Law (IHL) or Human Rights Law (HRL) by Israeli government actors. This comprises 76% of the 472 incidents reported by Ecumenical Accompaniers. These reports were shared with UN agencies, NGOs and diplomatic representations. NCA partner Rabbis for Human Rights (RHR) also reported on violations of Palestinians' human rights in Northern West Bank and South Hebron Hills and promoted these reports through social media channels. The violations were primarily related to lack of access for Palestinians to work their land; demolition orders; and physical violations against Palestinians or their property.

27 Different results framework.

28 Progress includes the adoption of the Hindu Marriage Act and the Sindh Commission on Minority Rights Bill by the Sindh Assembly.

29 NCA partners' inputs are clearly reflected in relevant documents.

OUTCOME 4: Increased participation of women in peacebuilding processes

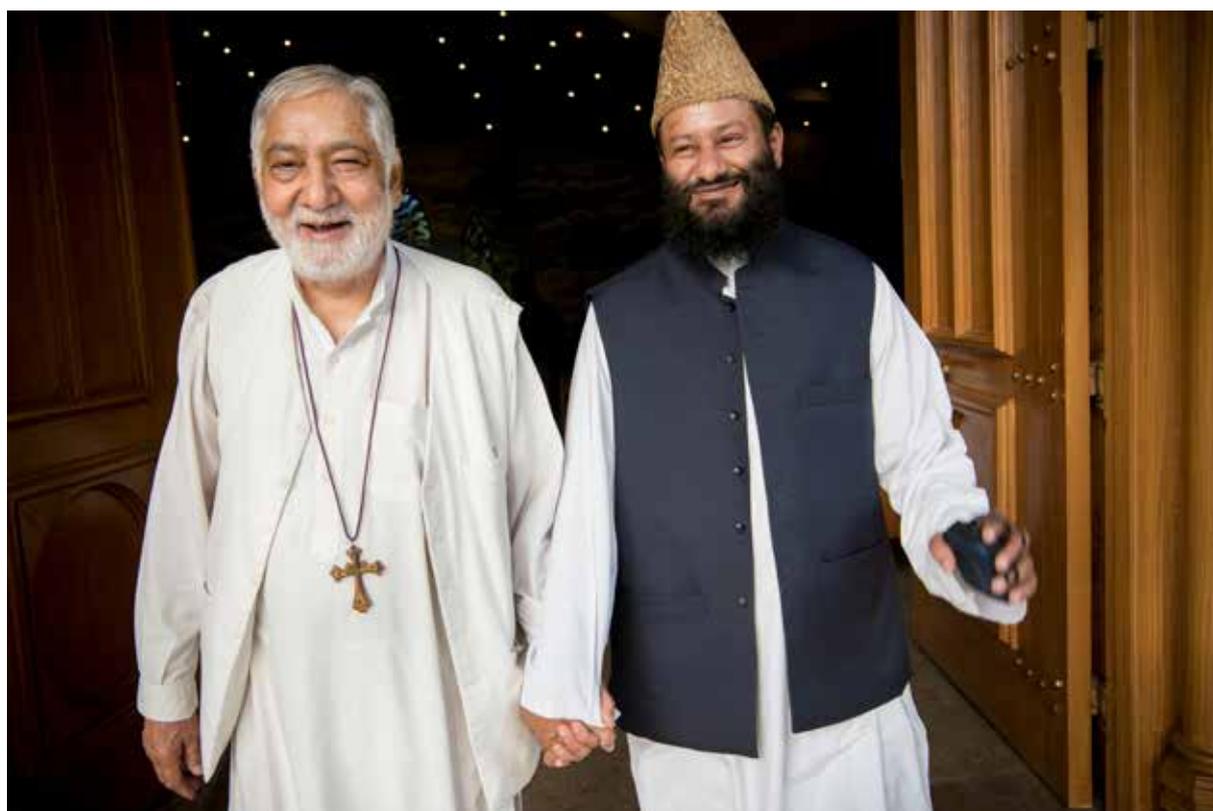
✱

Contributing countries: Afghanistan, Mali, NCA-RPP, Pakistan, Palestine³⁰ and South-Sudan

Outcome 4 builds directly on NCA's earlier programming and addresses the importance of women's participation in peacebuilding efforts to ensure that these processes are both sustainable and rooted. This is also a key element in meeting the commitments of UNSCR 1325. The programme facilitates women's participation through the following components:

- Capacity building, empowerment and facilitated networking for women, using methodologies such as Reflecting on Peace Practices (RPP).
- Addressing gate keepers' attitudes to women's participation, including political and religious elites, traditional leaders, and communities.
- Facilitating and advocating for space and arenas for women to use their skills to engage in peacebuilding activities.

Afghanistan, Pakistan and South Sudan are all mostly on-track when measured against output targets under this outcome. **DRC** is mostly on-track, and so is the **NCA-RPP**. Available data from 5 out of 7 country programmes document that 1,112 women gained skills in conflict transformation under the peace programme in 2016. These women are already demonstrating confidence and capacity to engage in peacebuilding at the community level as documented in the case below.



Interfaith dialogue in Pakistan. Bishop of the Central Cathedral of praying hands, Munawor Rumatshah along with mufti Saifullah Khalid, one of the leaders of the Royal Emperor's mosque come together out of the cathedral.

PHOTO: Håvard Bjelland/Norwegian Church Aid

³⁰ Different results framework.

RESULTS CASE:

Women making a difference in peacebuilding

Improving women's participation in peacebuilding processes helps strengthen women's rights at community and national level, and make peacebuilding efforts more representative

WHY: Organisation at the grass-roots, empowerment and capacity development must form the foundation for women's involvement in peacebuilding. This needs to be accompanied by a strategy to facilitate women's influence over existing peacebuilding structures and to increase the space for their participation within these.

HOW: Drawing on the programme components mentioned above, NCA has created space for women to meaningfully contribute to conflict resolution in their communities, supported them to gain skills and capacities in peacebuilding, facilitated their access to higher-level peacebuilding structures, and empowered them to participate in peacebuilding in a meaningful and influential way.

RESULTS: Women trained in peacebuilding skills participate in a meaningful and influential manner in peacebuilding structures at community, national and regional levels. After year one of the Peacebuilding programme, women are increasingly taking an active and influential part in peacebuilding structures following interventions that teach peacebuilding skills and facilitate space for active participation. These interventions empower the women to advocate for their rights, and to claim space for real influence and participation in peacebuilding processes.

In **Mali**, 436 women were trained in peacebuilding, and encounters were facilitated between women's associations, religious leaders and peacebuilding structures. The local peace groups organised by NCA and partners, called EPRs, are one of the arenas for these women to participate in peacebuilding, as they make up an average of 22% of the groups' members. Additionally, the groups help facilitate women's broader participation in



Women in a REFLECT group trained in peacebuilding, Kidal. **PHOTO:** Itous Bacrene/Norwegian Church Aid, Mali

peacebuilding in Mali. For example, the EPRs in the villages of Kidal and Anefif mediated in an upsurge in the traditional conflict between two community groups (Imrad and Ifoghas) which has spilled over into a conflict between two armed groups (GATIA and HCUA). This in turn contributed to worsened relations between the pro-unity Platform and the pro-independence Coalition at the national level.³¹ The conflict ignited the regions of Kidal, followed by Ménaka and Gao, and led to dozens of deaths and destruction of property. In collaboration with local women's organisations, the EPRs mediated in the conflict by co-hosting a forum for 200 women from belligerent communities together with NCA staff and partners. Following the forum, the women made resolutions that together with other mediation efforts contributed to end the long-lasting violent hostilities. The process culminated in the signature of a ceasefire agreement between the armed groups. NCA's monitoring shows that this agreement has since been respected, and the population have resumed normal activities and mobility.

Supporting women's mobility from grass root to regional and national level conflict mediation and peacebuilding is central to NCA's programme in **Afghanistan**. Here, NCA and partners facilitate the participation of women in community and district Peacebuilding Shuras. These are traditional and partly formalised collaborative community conflict resolution structures where they develop their capacities on peacebuilding and have a platform to interact with ongoing peacebuilding efforts. The district level Peacebuilding Shuras are either all-male or all-female, while Peacebuilding Shuras

at the community level are both single and mixed gender. In 2016, the women Peacebuilding Shuras resolved 40 community level conflicts concerning honor killings, child marriage, forced marriage, or other harmful customary practices. At the local political level, a woman from a Peacebuilding Shura facilitated parts of a peace process in Ashtarlai District, Daikundi Province, with the participation of an additional 20 women from Peacebuilding Shuras. Their recommendation that a commission be established to follow up the process of negotiations between government authorities and an armed opposition group was endorsed by consensus. At national level, women make up 23% of a religious actors for peace network³² with more than 460 members, with four women in leadership panels. Religious leaders' support for women's engagement in peacebuilding at this level is unprecedented.

Under the auspices of the **NCA-RPP programme**, the capacity of 26 women from 10 countries in the region³³ was developed through participation in a regional training on peacebuilding and conflict transformation. This was part of a broader initiative '*From Theory to Practice*,' which also supported the participants in developing contextually specific initiatives". In 2016, participants from Burundi, DRC, Kenya and South Sudan initiated trainings on peacebuilding, trauma healing, and gendered impact of violence, as well as GBV awareness raising initiatives for church services. This approach ensured that the impact of the initial training went beyond the initial 26 women, to include a further 1,102 women, 117 men and 34 youth.

31 The Platform and the Coalition are both signatories of the Peace Agreement resulting from the Algiers process in 2015.

32 Anonymised for security reasons.

33 The women came from Burundi, Ethiopia, DRC, Kenya, Rwanda, Somalia, South Sudan, Sudan, Tanzania and Uganda

PROGRAMME DEVIATIONS AND RISKS

Changing security contexts presented a common challenge for NCA's peacebuilding programme resulting in the adaptation or, as in some cases, the inability to implement planned activities. This applied to both programme and monitoring and evaluation activities. Given the implementing context of this programme, continuous changes in security and conflict dynamics is an ongoing risk which requires corresponding mitigation strategies. The existence of such strategies meant that the country programmes were largely able to adapt and achieve the reported results. These security related challenges affected **Mali, Pakistan** and **South Sudan** in particular.

In the case of **South Sudan** and **Mali**, the changing context requires regular review of the assumptions underpinning the programmes and assessment of the continued validity of the change pathways.

Risks related to funding have been a challenge for some country programmes, leading to the postponement or downscaling of activities compared to original plans. For example, the **NCA-RPP** almost halved the number of women at a peacebuilding skills training. This will be addressed by more realistic planning, as well as increased fundraising efforts. NCA in **Afghanistan** had to drastically reduce both the number and scope of outcomes and activities due to the Norwegian MFA/Norad not approving ongoing funding for the programme. This was unexpected as it had been funded for a number of years at a fairly consistent scale, and had produced very satisfactory results. Even though NCA secured a proportion of the expected funds from Norad, the cut had a dramatic impact on the whole country programme, including the Peacebuilding programme.

Under outcome 3 on advocacy, **NCA Mali** experienced some start-up challenges, as partners and staff needed more time than anticipated to be ready to engage in more systematic and higher level advocacy. NCA head office advisors have and will continue to support them in this process. In **South-Sudan**, risks related to political instability meant that some planned advocacy results could not be achieved. For example, targets related to women's participation in constitution and election processes were not reached, as these forecasted processes did not take place.

Women's participation in peacebuilding (outcome 4) was negatively affected by deterioration in the security situation in **Mali**, and by cultural norms and traditions in both **Pakistan** and **Mali**, which proved more difficult to overcome than anticipated. Both programmes will address this by working more with the gatekeepers for women's participation. For example in Mali, NCA will enter into partnership with two new women led NGOs.

The **DRC** office's plan to develop a new Peacebuilding programme in 2016 was only partially completed due to limited capacity to engage in this process in parallel to implementing the new strategy. Peacebuilding elements from the previous strategic period continued however in 2016, the ambitions of which are not completely in-line with those in NCA's current Peacebuilding results framework. NCA is now in the process of deciding whether to phase out or further develop this programme.

In 2016, NCA merged its **Palestine** office and programmes with its sister organisation DanChurchAid (DCA). Because of this, the full implementation of some of the programmes, including the Peacebuilding programme, was delayed until 2017.

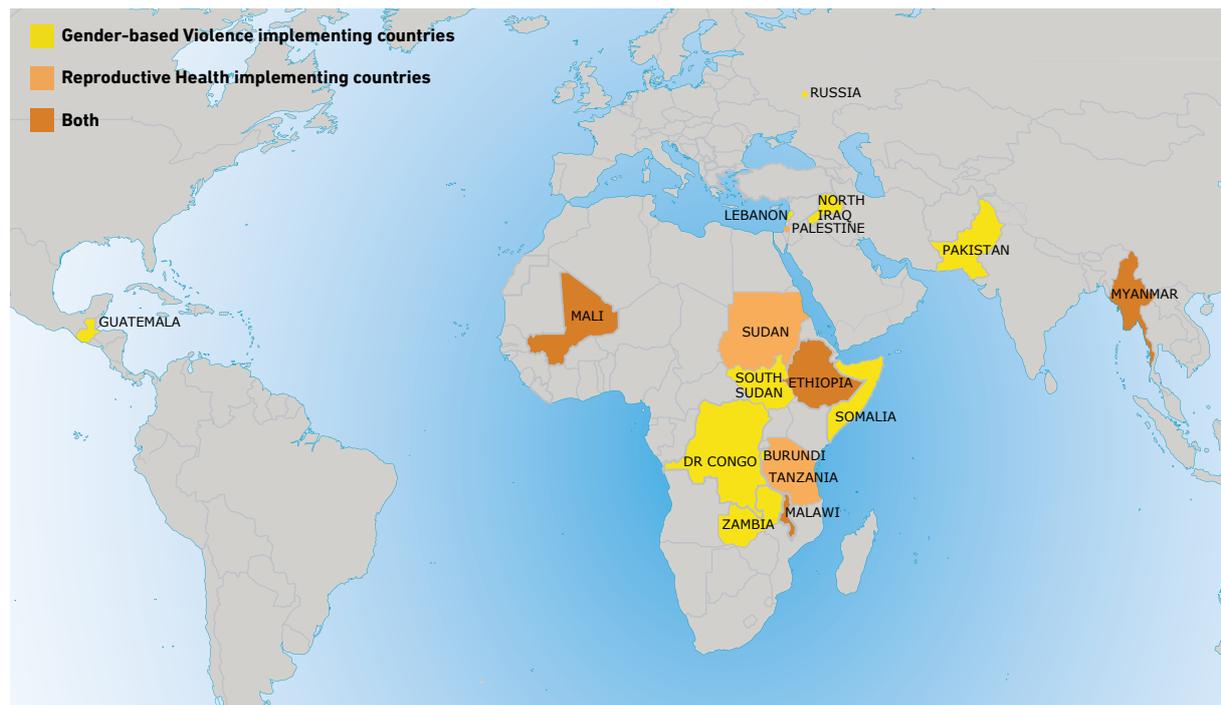
2.2 GENDER-BASED VIOLENCE (GBV) AND REPRODUCTIVE HEALTH

Gender inequality is a cause of poverty, and an estimated 70% of the world's poor are women. Two of NCA's global programmes address gender justice specifically: Gender-based Violence (GBV) and Reproductive Health. These programmes are designed to easily facilitate intra-programme linkages and synergies. Several country programmes have used outcomes from both the GBV and Reproductive Health programmes to tailor-make their approach. New to this strategic period was the inclusion of issues related to sexual

and reproductive health and rights (SRHR) in both programmes. Also new is enhanced attention to GBV in humanitarian response and a stronger integration of GBV into WASH programmes. NCA staff and partners' engagement on sensitive SRHR issues at the national and global levels, particularly in dialogue with faith-based actors and religious leaders, has also increased in the current period. This initiative is a follow up of NCA's Board's policies on SRHR from 2012 and 2014.³⁴

34 NCA's position on sexual and reproductive health and rights, NCA Board case 29/2012 and case 25/2014.

Gender-based Violence and Reproductive Health implementing countries:



Gender-based Violence implementing countries: DRC, Ethiopia, Guatemala, Mali, Malawi, Myanmar, Pakistan, Russia, Somalia and Zambia

GBV-CPC 2015-2017: DRC, Mali, Somalia, South Sudan (did not implement activities in 2016), Burundi, Lebanon and North Iraq

Reproductive Health implementing countries: Ethiopia, Malawi, Mali, Myanmar, Palestine, Sudan and Tanzania

1. Map presents countries included in NCA Global GBV-RH programme and the MFA Norway funded GBV-CPC 2015-2017 programme. There is some overlap between these groups of countries implementing the GBV programme and the GBV-CPC 2015-2017 programme.
2. Mali and Ethiopia have integrated programmes with outcomes from both GBV and Reproductive Health Programmes.

2.2.1 GENDER-BASED VIOLENCE (GBV)

One in three women are affected by GBV during their lives. It is a leading cause of death and disability of women of all ages and a barrier to equal participation and gender equality. It also has negative consequences for women's reproductive health and their access to and control over resources and livelihoods. Building on experiences from the previous strategic period's Gender Justice programmes, the goal of the GBV programme is for *women and girls to live a life free from gender-based violence*. The focus is on changing dominant social, cultural and religious norms, attitudes and practices that uphold and condone GBV and gender discrimination. The programme seeks to increase protection of women and girls, prevent GBV, and offer a safe and adequate response to GBV survivors both in NCA's humanitarian and long-term work. This is done in adherence with international standards for GBV responses. Partners include community and faith-based actors, women's and other civil society organisations, and relevant networks. Together they facilitate and promote dialogue for raising gender sensitive issues in religions in order to change social and religious norms which condone GBV.

The majority of the countries where NCA implements its GBV programme can be classified as either conflict or post-conflict. Increased sexual violence in war and conflict is a silent weapon of war which seriously affects not only girls and women, but also boys, men and whole communities. Whilst NCA's global GBV programme addresses this issue, it is

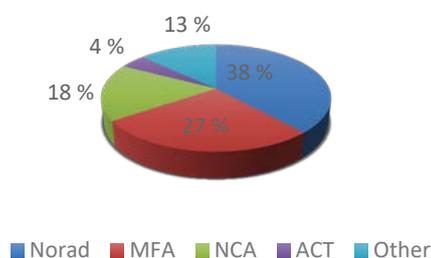


the main focus of NCA's *Thematic Programme for Reduction of GBV in Conflict and Post Conflict Settings (GBV CPC) 2015-2017* which is funded by the Norwegian MFA. This programme has seen the scaling up of ongoing GBV projects as well as specific interventions for prevention of GBV and protection of GBV survivors and at risk populations. Examples include the integration of GBV components in WASH projects and capacity building of staff and partners on GBV case management and guidelines. Further highlights from the programme's 2016 results are presented below and the full report as presented to the Norwegian Ministry of Foreign Affairs (MFA) is available upon request.

22,000
women and children
received medical and
psychosocial
treatment and care

The GBV programme is comprehensive in terms of its geographic coverage and has a diverse funding base (ref. pie chart below). This includes funding from the Norwegian MFA for the *GBV CPC* framework agreement which covers 7 of NCA's GBV programme's 14 countries. As part of NCA's cooperation agreement with Norad, NCA's country programmes in Somalia and Ethiopia implement two GBV programmes, focusing on female genital mutilation (FGM) and child marriage (CM), together with Save the Children Norway. These multi-year programmes build on experiences from previous programme phases, and both Ethiopia and Somalia are pilot countries in the Norwegian Government's *Strategy for intensifying international efforts for the elimination of female genital mutilation for the period 2014-2017*.

Gender-based Violence donor percentage:



"I didn't know that in the event that my husband dies, I have the right to go my own way and not be inherited like a piece of furniture," says Mulima Akapelwa. She is trained as a paralegal. *Canvassing Contours and Ridges: Towards Gender Justice in Eastern and Western Provinces of Zambia, is seeking to improve access to justice for women, survivors of Gender-based Violence (GBV). Sesheke District, Zambia.*

PHOTO: Bellah Zulu/Norwegian Church Aid, Zambia

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

PROGRESS IN 2016

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

Contributing countries: Burundi, DRC, Ethiopia, Guatemala, Lebanon, Malawi, Mali, Myanmar, North Iraq, Pakistan, Russia, Somalia, South Sudan and Zambia

Changing violent social norms in patriarchal societies is complex and requires a long-term perspective. All countries have contributed towards this mandatory outcome through mobilising and capacitating women, girls, boys and men, faith-based actors, religious and community leaders, health workers, teachers and students. Various methods and resources for changing social norms and practices that condone all forms of GBV and promote women's rights and equality have been used. New tools for faith actors to reinterpret theological texts on GBV and harmful traditions have been developed and utilised³⁵. Such tools are made available through the growing new faith movement for gender justice, *Side By Side*³⁶, which NCA joined.



In Myanmar, NCA works with Buddhist and Christian educational institutions to change social norms by educating students on gender equality and GBV. In 2016, more than 10,000 students (51% female) were reached.

PHOTO: Margrethe Volden/Norwegian Church Aid

In 2016, the countries that delivered on outcome 1 were mostly on-track with 802 faith and community leaders demonstrating actions against GBV. Some countries, such as

Pakistan, passed annual targets, where a total of 4,325 men were trained on positive and non-violent masculinities and contributed as change agents to reduce GBV. In addition, 197 local traditional and religious leaders, including 31 female faith leaders, demonstrated concrete social action, like not allowing a forced and/or child marriage to happen. Faith leaders delivered more than 38,400 sermons against GBV and participated in making decisions in favour of women in cases of community consultation for inheritance issues. Also, in **Guatemala**, more than 200 male religious and traditional leaders promoted zero tolerance of GBV, and NCA established a new relationship with the dioceses of Quiche, including the Bishop, to increase faith leaders' engagement in ending GBV. A gender toolkit for South African churches was translated into Spanish and contextualised. A follow up study of the report *Church and Faith Communities in the face of Oppression and Violence against Indigenous and Mestiza Women in Guatemala* was also conducted. In **DRC** 8,598 rights-holders participated in 244 Tamar circles. As a result, 120 action plans were developed in targeted communities under the heading *Fight against Gender-based Violence through Extension of the Tamar Campaign and Positive Masculinity*.

OUTCOME 2: Communities and faith actors committed to end Female Genital Mutilation (FGM) and Child Marriage (CM) **

Contributing countries: Ethiopia, Mali, Malawi, Somalia and Zambia

To end FGM and CM social, cultural and legal norms have to be addressed at individual, community and national levels. NCA and partners mobilise faith actors and communities to promote zero tolerance towards these harmful practices and to advocate for policies and laws which abandon FGM and CM. Countries contributing towards outcome 2 are mostly on-track. The main results are found under the two joint NCA/ Save the Children programmes on FGM in **Ethiopia** and **Somalia**, and except from delayed implementation in some areas with extensive unrest, progress is mostly on-track. In 2016 religious leaders took action

³⁵ Tools include an Islamic version of the Tamar manual (a contextual Bible Study Manual on GBV) and the Created in God's Image (a gender transformative toolkit for churches).

³⁶ www.sidebysidegender.org

to end FGM, such as the Islamic leaders from Puntland Region of Somalia and Somali Region in Ethiopia. After a joint theological consultation in Jijiga, Ethiopia, they challenged the *Sunna* tradition and issued a statement to abandon all forms of FGM. Another achievement in Ethiopia was the Inter Religious Council of Ethiopia's (IRCE) commitment to FGM abandonment and establishment of a multi-faith taskforce nationally and regionally to support the government's pledge to end FGM and child marriage by 2025. Despite the limited space for civil society advocacy in Ethiopia, NCA supported its partner Ethiopian Society of Obstetrician and Gynecologists' advocacy initiative on FGM related health complications, which contributed to the Ministry of Health's issuing a position paper and making commitments to end the medicalisation of FGM. This is an example of NCA's integrated GBV and RH work. Also in Ethiopia, 6,500 women and youth were reached with information on FGM and reproductive health and 2,800 faith and clan leaders mobilised in dialogues to end FGM and CM.

In **Mali** 751 religious leaders stated that "we have to change our customs on FGM" after they took part in awareness-raising sessions on child marriage and FGM in Timbuktu. Religious leaders and local communities engaged men as change agents to promote marriage with uncut women. In Gao, 28 religious leaders made 48 public declarations against GBV and the High Islamic Council of Mopti declared that girls should not marry under 18 years. Also in **Zambia**, extensive sensitisation on the harmfulness of child marriage resulted in a revised premarital curriculum for marriage counsellors to respect 18 years as minimum age for marriage. In **Pakistan**, there is a specific focus to end child, forced and exchange marriage and 525 forced marriages were prevented. Some of these girls and women were referred to service providers to receive further assistance and protection.

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

Contributing countries: DRC, Guatemala, Malawi, Mali, Myanmar, Pakistan, Somalia and Zambia

Change in law, policies and budgets will contribute to long-term change where governments respect, protect and fulfill the right to a life free from GBV. Outcome 3 is on-track, largely due to partnerships with legal and human rights civil society actors like women's legal associations, which contribute with technical skills and knowledge on legislation and legal issues. NCA observed a programme-wide increase in the use of advocacy tools and most countries followed up on the *Annual 16 Days of Activism Against Gender-based Violence Campaign* in 2016, for which training had been offered at the end of previous period.

In **Myanmar** NCA partners were involved in improving relevant legislation through participating in drafting the upcoming *Prevention of Violence against Women Law (PoVAW)*. This should be approved by the parliament in 2017. NCA's partner, Legal Clinic Myanmar, also conducted 20 roundtable sessions with the General Administrative Department to increase understanding of legal frameworks which are being developed by the government. As part of NCA's GBV CPC programme a Regional Advocacy Strategy on United Nations Security Council Resolution (UNSCR) 1325 was developed, focusing on implementation in **Somalia, DRC, Burundi, South Sudan** and **Mali**. In **DRC**, the South Kivu Women's Media Association (AFEM) campaigned to strengthen local organisations' capacities to advocate for UNSCR 1325 and Article 14 of the DRC Constitution, which relates to gender equality and women's participation.

In **Somalia**, NCA and Save the Children worked closely with the Ministry of Women, Development and Family Affairs to produce an anti FGM policy for Puntland, disseminated 1,000 booklets to create awareness and abandonment, and trained 81 members of civil society, religious and community leaders and local authorities on the new policy. A similar process also started in Gedo South Central. The capacity of 50 faith actors was enhanced on UNSCR 1325 and CEDAW to better equip them to understand how to deal with GBV in their communities.

In **Malawi**, NCA collaborated with Malawi Congress of Trade Unions (MCTU) and facilitated dialogue on including human trafficking as part of corporate social responsibilities, including abandonment of child labour. The consultation included private sector participants working on agriculture, transport and tourism, and government representatives from the Ministry of Home Affairs; Ministry of Gender, Children, Disability and Social Welfare; Ministry of Tourism, Wildlife and Culture; Ministry of Labour and the Malawi Law Commission. By the end of the consultative meeting, participants made commitments by drafting action plans reducing child labour and human trafficking.

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

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Contributing countries: Burundi, DRC, Ethiopia, Guatemala, Lebanon, Malawi, Mali, Myanmar, North Iraq, Pakistan, Russia, Somalia and Zambia

Increased knowledge and training for all who are involved in support services is needed to provide adequate and appropriate response to GBV survivors. Even if full support services cannot be given by partners, they should always know where to refer survivors of GBV. Work towards outcome 4 is mostly on-track and during 2016 all country programmes have increased their support to GBV survivors through providing shelters/One Stop Centres offering medical services, psychosocial support, case management, and legal and livelihood assistance. Under NCA's GBV CPC programme partners were also able to deliver qualitative support services in humanitarian work and to comply with new international standards on GBV prevention and response like the *IASC Guidelines for integrating GBV interventions in humanitarian settings*. In 2016 a total of 22,150 women and children survivors of GBV received medical and psychosocial treatment and care.

In **DRC**, One Stop Centres reached 834 GBV survivors providing them with medical and psychosocial support along with vocational, literacy and numeracy skills training. These services support their reintegration into society. 102 women and 69 children were accommodated at Dorcas and Lydia Houses which provide psychosocial support, medical referrals, legal assistance and vocational skills training. Length of stay varies between 3 to 12 months, depending on the case, with some cases requiring longer stays due to physical health or the security situation in their areas. Personnel from 132 health institutions benefitted from mental health training held by Panzi Foundation and Provincial Health divisions, which also trained 247 women and men in mental health so they were better able to identify survivors. In **Burundi**, 1,275 survivors received legal, medical or psychosocial assistance along with food and accommodation. 131 GBV related cases have been taken to court.

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

★★★

Contributing countries: DRC, Guatemala, Pakistan and Zambia

To increase female participation in decision-making processes, NCA supports measures to improve women's skills and provide mentorship for leadership. Initiatives to create arenas for and increase access to decision-making processes are also supported. In the previous strategic period this outcome was a separate programme, but is now integrated in the GBV and Peacebuilding programmes, as well as being a cross cutting issue. Increasing women's participation is also a core principle for a rights-based approach and for compliance with Core Humanitarian Standards. In 2016, progress towards outcome 5 was on-track.

In **Pakistan**, a pool of 761 women leaders trained in *Hum Kar Saktay Hain, or Women can do it*, were regularly brought together for active participation in public life. NCA's partner in **Guatemala**, COPAE, created local, municipal and regional arenas for women, which increased female participation and engagement in political processes for the rights of indigenous women. A mid-line evaluation carried out in **DRC** in 2016 shows that women's participation and influence increased significantly after participation in REFLECT circles³⁷ and participatory dialogues, listening clubs and exchange hubs organised to allow rights-holders to present their concerns to duty-bearers and to hold them accountable. Increased reading and writing skills gained through REFLECT have also given women both the competency and confidence to run as candidates in elections, and the evaluation showed that women have been elected both at local and provincial levels. Also in **Zambia** there has been an increase in women's political participation. Sustained engagement with political leadership by NCA's partner Zambia National Women's Lobby, contributed to a 6% increase in the number of female candidates for various elected positions in the 2016 general elections when compared to previous elections in 2011.

³⁷ REFLECT is a participatory education programme whereby rights-holders learn, through literacy and numeracy training, about their rights and responsibilities, how to identify their problems and discuss possible solutions. Participants who form REFLECT circles are empowered to dialogue with duty-bearers in an effort to claim their rights.

RESULTS CASE:

Law enforcement protects rights-holders and punishes perpetrators

WHY: Harmful practices and family and partner violence are often perceived as private family matters, but according to UNWomen³⁸, 90% of the world's countries have at least one GBV related discriminatory law, such as laws preventing perpetrators of rape from prosecution if they are married or lack of enforcement of laws prohibiting child marriage or FGM. In addition, religious dogma and traditional laws and interpretation complicate and sometimes contradict how people understand national laws of the country, and lack of information and budgetary priority are barriers to law enforcement where adequate legislation exists.

WHAT: Passing of new laws, improving existing legislation, enforcement and budgeting are crucial steps for protection against GBV, protection of the rights of survivors and for punishment of perpetrators. NCA creates linkages between faith actors and women's and human rights organisations, resulting in influential alliances of legal competency and outreach. In 2016, NCA's partners demonstrated abilities to utilise national policy processes to influence relevant legislation and to take on innovative approaches to ensure law enforcement, such as engagement with the police and with the private sector.

RESULTS: To support implementation of **Pakistan's Prevention of Anti-Women Practices Act (2011)**, a tri-partite MOU was signed between the Police Department of Khyber Pakhtunkhwa (KP) Province, NCA Pakistan, and NCA's partner Khwendo Kor (KK). The MOU includes a commitment to more gender responsive policing and the provision of a complete package for GBV case management. This achievement was made possible due to the dialogue between Khwendo Kor and the Police Department in KP Province. Another initiative which came out of this dialogue was the innovative idea to establish three Women Complaints Cells in Mansehra District, where female police officers and constables were hired to deal with survivors. This made it easier for women to report their complaints to the police without fear in a district with one of the highest rates of GBV abuses. 80 cases were reported

and dealt with in the first five months, which is a 60% increase compared to the year before.

In **Malawi**, the focus has shifted from lobbying for a new law, to advocating for the enactment of the 2015 *Trafficking in Persons Act (TIP)*. In 2016, NCA's partners Women Judges Association of Malawi (WOJAM) and Rights Advice Centre (RAC), created awareness of the new law's content amongst more than 5,000 people in communities as well as judges, police, border staff, health personnel and teachers. These information campaigns focused on facts about trafficking and provisions in the legislation for the protection of victims and the punishment of perpetrators. Increased access to justice for local communities was provided by the "Justice on Wheels" initiative by WOJAM at Likoma Island, where the number of GBV and trafficking cases is high. A total of 60 paralegals, 16 judges and 45 magistrates were capacitated in the new TIP law and Court Users Committees were established to provide shelters, along with legal and other assistance to victims of trafficking. In two border districts, 30 cases of trafficking were reported by RAC, 62 trafficked children were rescued and 5 trafficking cases were concluded in court.

In 2016 the adoption of the first **Zambia Gender Equity and Equality Act** took place, a law NCA partners WLSA and ZNWL have contributed to and lobbied for as part of their monitoring on the *SADC Protocol on Gender and Development*. Partners have also contributed to alignment of the *Penal Code to The anti-GBV Act and The Marriage Act*. A major result was the adoption of a proposal from WLSA to establish a One-Stop Centre and for the Ministry of Health to take responsibility for all GBV cases. The importance of making the new laws known to people in communities was achieved by training 96 paralegals and 470 psychosocial counsellors in providing support, social protection and legal aid.

38 <http://www.un.org/youthenvoy/2017/02/un-women-launches-initiative-reforming-gender-discriminatory-laws/>

PROGRAMME DEVIATIONS AND RISKS

One year into a new strategic period, NCA's global GBV programme with its 14 implementing country programmes is on-track. Delays in implementation due to late release of funding in some countries has however left some output indicators off-track compared to 2016 targets. However, due to the programme's diverse donor base, most country programmes were able to carry out activities as planned. GBV programme in **South Sudan**, where implementation in 2016 was inadequate due to access and security constraints, are categorised as off-track. Implementation of the FGM programme was also delayed in some areas of **Ethiopia** due to public unrest and lengthy processes with the local governments to get permissions to start implementation. This meant that activities such as new community dialogues and health referrals were not started as planned.

Contextual factors, such as cultural and religious norms and practices related to gender roles, child and forced marriage, harmful practices and domestic violence, are all important risk factors for the GBV programme. Sensitivity and resistance to gender, sexuality and the rights of girls and women by religious actors, as well as strong conservative religious alliances in many countries and also globally, also influenced the programme.

Faith-based partners holding on to strong religious dogma on the role of girls and women require in-depth dialogues in order to change norms. A further challenge is to safeguard women human rights defenders and to mitigate violations against actions taken to reduce GBV and defend the rights of women and children. The GBV programme mitigates this by promoting contextual and sensitive methods and ensuring protection of these voices, for example by creating safe spaces for dialogue, which is of special importance when engaging faith actors.

Results documented above provide a snapshot of how NCA's country offices and partners have mitigated these risks through programme activities at the national and in some cases regional levels in 2016. NCA has also worked to address these at the global level. For example, through the new *NCA Religion and Development* initiative, NCA participated in dialogues with faith actors, UNFPA and Norad on sexual and reproductive health and rights (SRHR) which resulted in the launch of the report *Religion, Women's Health and Rights: Points of Contention and Paths of Opportunities*³⁹. Together with other ACT Alliance members, NCA also contributed to various global statements from faith actors on SRHR and to the development of new policies from the Norwegian Government on women's rights and gender equality.



Information to prevent gender-based violence, Pakistan. **PHOTO:** Håvard Bjelland/Norwegian Church Aid

39 <https://www.norad.no/en/toolspublications/publications/2016/religion-womens-health-and-rights/>

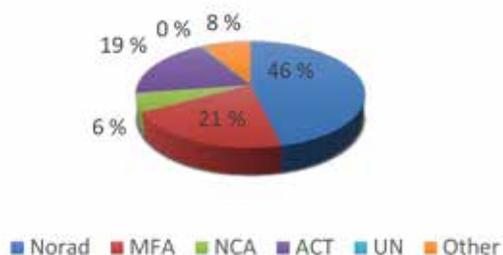
2.2.2 REPRODUCTIVE HEALTH

Pregnancy and childbirth is the leading cause of death for girls aged 15 to 19. Through the Reproductive Health programme, NCA seeks to improve the health situation of women in reproductive age and their children so that *every pregnancy is voluntary and every birth is safe*. The Community Health Framework is the basis for intervention strategies, which include service provision and capacity development within and with communities. Strengthening local health clinics through educating health staff and improving health infrastructure are also important tools. Faith-based actors are central partners as they are generally trusted by the communities and

are already providing around one-third of the health services in many of NCA's programme countries. In addition, faith and community leaders are important actors in addressing and acting upon harmful traditional practices. The programme builds on experiences from the previous strategic period's HIV and AIDS and Health programmes, but a focus on sexual and reproductive health and rights (SRHR) has replaced the broader approach.

120,000
children under five
received health care

Reproductive Health donor percentage:



Vinjeru Mhango is a midwife technician working in one of the maternal unity health projects, Malawi.

PHOTO: Kristine Flyvholm/Norwegian Church Aid

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

PROGRESS IN 2016

Outcome 1: Women, men, girls and boys utilised maternal and neonatal health services * Contributing countries: Malawi, Myanmar, Palestine, Sudan and Tanzania

As the MDGs to reduce child mortality and improving maternal health were not achieved, NCA continues the work to improve maternal and neonatal health in the current strategic period, ensuring adherence to SDG 3 - “ensure healthy lives and promote well-being for all at all ages”. As this outcome builds on previous years’ experience, it is mostly on-track and in total 123,109 children under five received healthcare and 45,809 women received maternal healthcare in 2016.

In **Sudan**, the health programme includes two types of interventions; an emergency health and nutrition programme in Darfur, and long-term programmes in White Nile and South Kordofan states. The programme in Kordofan was not started until October due to delays in funding. In Darfur, a SMART⁴⁰ survey indicates a maternal mortality rate of 2.1, which is in line with NCA’s targets and represents a positive development from previous years. 35,897 children under five were treated for malnutrition in Darfur and had 263,195 clinic consultations at NCA supported clinics in 2016. In the White Nile programme, partners were able to reach 21,306 women and girls through their reproductive health programmes.

In **Tanzania**, where the maternal mortality ratio (MMR) is currently 556 deaths per 100,000, NCA supports the Haydom Lutheran Hospital (HLH), which contributed to a reduction of maternal deaths by 10% in 2016. This achievement was made possible through the hospital’s comprehensive Reproductive and Child Health Services outreach programme, which provided clinic services to 28,200 women at 28 stations. Women with high-risk pregnancies were referred to HLH for close follow up, and in 2016, HLH assisted 3,916 hospital births. In spite of reducing targets due to lack of funding, the **Malawi** programme ensured that 7,469 mothers received antenatal care (ANC) services, 730 of these women received ANC four times. Only one maternal death was reported. Neonatal deaths decreased to five in 2016, from 15 in 2015, which indicates increased quality at NCA supported facilities. The results are attributed to the ongoing development of health workers’ skills and knowledge, with the focus in 2016 on Basic Emergency Obstetric and New-born Care (BEmONC). Malawi also shows progress in involving men in maternal health. In 2016, 1,619 men accompanied their wives for antenatal care. Due to the NCA and DanChurchAid merger in **Myanmar**, 2016 was the last year of its health programme. Partners ensured access to health facilities for vulnerable, displaced and hard to reach ethnic minorities along the Thailand-Myanmar border who have no access to formal health care. To increase safe deliveries in this area, NCA’s partner, Back Pack Health Worker Team (BPHWT), continued to develop the capacity of Traditional Birth Attendants (TBAs) through refresher workshops and technical trainings on issues such as family planning and pregnancy danger signs. In 2016, these TBAs assisted in more than 3,500 births.

In **Palestine**, NCA supported health services for Palestinian refugees. 6,661 girls and boys were screened for anaemia and 1,001 women received antenatal care, postnatal care and family planning services. Al Ahli Arab Hospital treated and provided food and transportation for 490 children, ensuring this vulnerable group received free and quality medical care. The hospital also provided 250 traumatised children with psychosocial support.

OUTCOME 2: Adolescent birth rate is reduced *** Contributing countries: Malawi and Mali

Adolescent pregnancy increases health risks for babies and their mothers. As the number of adolescents in the world is expected to increase until 2050⁴¹, a specific focus on this group’s sexual and reproductive life is needed to save lives. Outcome 2 addresses connections between poverty, gender inequality, child marriage, lack of education and pregnant adolescents. As both implementing countries have reached most of their 2016 output indicator targets, it is currently on-track.

⁴⁰ SMART is an inter-agency initiative launched in 2002 by a network of organisations and humanitarian practitioners. The SMART Methodology is an improved survey method that balances simplicity (for acute emergencies) and technical soundness. It is based on the two most vital and basic public health indicators for the assessment of the magnitude and severity of humanitarian crises: 1) Nutritional status of children under five 2) Mortality rate of the population.

⁴¹ <https://data.unicef.org/topic/adolescents/adolescent-demographics/>

In **Malawi** NCA supported the establishment of six adolescent girls clubs, which provided girls with a space for discussing SRHR issues, such as safer sexual behaviour and use of contraceptives. Ten adolescent girls were motivated to go back to school after dropping out due to pregnancies. NCA and partners also ensured that young women were provided with information on sexual and reproductive health, enabling them to make informed choices on the use of family planning methods. 58,780 girls and boys accessed SRHR information through awareness campaigns, family planning services, HIV testing services, youth club activities, societies taking action through rights (STAR) circle discussions, and life skills education. It is too early to see how this affects the adolescent birth rate, but access to family planning increased in 2016 and results will be reported on in the coming years.

OUTCOME 3: Women, men, girls and boys preferred conventional reproductive health services * over harmful traditional practices**
Contributing countries: Ethiopia, Mali and Sudan

Traditional norms and practices are often barriers for people seeking health care. NCA's faith-based partners play a key role in achieving this outcome, which is a continuation from the previous global health programme, with an increased focus on access to contraceptives and family planning. Access to information, along with quality, trusted health services, are key to achieving the outcome. The implementing countries are on-track, except for Ethiopia where public unrest made it difficult to reach targets.

In **Sudan**, mobilisation and training of TBAs resulted in an increased number of deliveries attended by health personnel. In Darfur, awareness raising on advantages of hospital births and the dangers of using traditional practices, led to 2,343 deliveries being attended by health personnel in 2016, compared to 1,879 in 2015. In the White Nile, 173 mothers delivered at home, supported by skilled TBAs, whilst 59 critical cases were referred to Kosti Hospital. This is a target area that requires continuous attention, but so far, the trend is positive, due to the 100 TBAs trained by NCA. In **Mali** 36,643 information sessions, including radio messages, focusing on ending early marriages, and consequently reducing obstetric fistula, were carried out in Gao and Menaka regions. In addition, 217 women with obstetric fistula received medical and psychosocial care at the Gao, Tombouctou and Mopti hospitals, 187 of these recovering entirely. 120 women recovering from obstetric fistula in target communities also received funding for their socio-economic reintegration. Even though the context is insecure and unstable, the results are on-track and even beyond 2016 targets, as NCA is the only provider of such services in the target areas and adheres to the Malian government's standards. In **Ethiopia**, a pilot started in 2016 focusing on changing social norms that negatively affect women and youth. These include home delivery, child marriage and early pregnancies, female genital mutilation and other harmful practices. Although the implementation was delayed due to unrest in the region, NCA's partner managed to establish three reproductive health corners, where 428 youth received sexual and reproductive health services.



PHOTO: Hilina Abebe/Norwegian Church Aid, Sudan

OUTCOME 4: Communities contributed to disease prevention ***
Contributing countries: Malawi, Myanmar and Sudan

According to the World Health Organisation,⁴² African countries only spend an average of 1% of their budgets on health, although 10-15% is needed for a viable health system, particularly in a continent with such high rates of disease. Common diseases such as malaria, tuberculosis and HIV and AIDS challenge poor health systems, which are additionally burdened by the increase in cancer for example, the diagnosis of which is relatively new to Africa. Work towards outcome 3 is mostly on-track. The three implementing countries focus on different diseases.

42 World Health Report, financing for universal coverage ch 2: http://www.who.int/whr/2010/10_chap02_en.pdf?ua=1

In **Malawi**, the intervention includes a response to the country's relatively high prevalence of cervical cancer. Although cervical cancer prevention measures are established and equipment and trained personnel exist, the screening coverage is low. In 2016, NCA focused on awareness raising and 7,840 men and women, including 780 adolescent girls, received information about the importance of women being screened. Hopefully involving adolescent girls will promote safer sexual behaviour, which in turn reduces risk of getting cervical cancer. 14 health workers were trained and they screened 736 women, 18 of which were found to be positive. In Malawi, there is also focus on HIV and AIDS, and with the help of new viral load testing machines 6,079 accessed viral load testing. 358 of these had developed resistance to the drugs they were taking, but only 41 were switched over to second line drugs. To reduce risk of developing drug resistance and higher mortality, advocacy to ensure availability of second line drugs in the target area is needed.

In **Myanmar**, the focus is improvement of health issues related to hygiene, water and sanitation. During 2016, NCA's partner organised 179 village health workshops attended by over 12,000 people who received information about water-borne diseases and strategies on how to prevent malaria and respiratory diseases, worm infestations, measles and typhoid. In addition, 20 village health committees were established, and assumed responsibility for community empowerment and participation related to health issues.

OUTCOME 5: Quality health facilities available in local communities
Contributing countries: Malawi, Myanmar, Palestine and Tanzania

To increase access to quality health facilities in local communities, NCA educates health staff, strengthens integrated community health frameworks and constructs health facilities. In 2016 four country programmes planned interventions under outcome 5 and progress is assessed as mostly on-track.

HLH in **Tanzania** met the quality improvement plan as per PharmAccess protocols. Subsequent assessments in 2016 resulted in a score of 76 compared to 56 from the previous assessment, demonstrating that HLH is making progress to achieve level three status by 2017. Measures to improve the hospital's quality were also implemented in 2016, and the hospital board and owners were trained on leadership and governance issues by Diakonhjemmet University College. HLH also established a long-term working relationship with the Technical University of Delft, which will provide at least one masters student per year to write his or her master thesis at HLH. They will also help the hospital to become fully computerised, through follow up of the electronic patient administration system established in 2015. In **Myanmar** focus has been to increase access to quality health care for approximately 500,000 rights-holders, through training of health workers as well as providing internships for health workers to gain practical experience. 720 TBAs attended refresher workshops and were equipped with delivery and maternity kits in order to restock field stations. The programme in **Malawi** did not have the resources to deliver according to plan, but NCA managed to support the building of a new intensive care unit at Kamuzu Central Hospital, which increased bed capacity from four to nine. The new advanced equipment in the hospital improved post-operative and critical care of patients and prevented complications, and a decrease in deaths is expected in 2017.

OUTCOME 6: Government policies in reproductive health implemented

Whilst no country programmes have chosen outcome 6 as part of their results framework, relevant 2016 results have been documented. HLH in **Tanzania** report that they actively involved key representatives from the Tanzanian government to ensure that the MOU between regional referral hospitals and the Ministry of Health, regarding community development, gender, elderly and children, will be enforced as early as possible. These discussions were also used as platforms to influence decision makers to increase the government's financial support for the hospital itself, in addition to other rural health facilities. In **Myanmar** NCA supported the Health Convergence Core Group in exploring policy options for the convergence of ethnic health networks with the government's health system. Results include more collaboration on joint programmes, like expansion of immunisation, a pilot model on auxiliary midwife, and the expansion of reproductive and child health workforce.

RESULTS CASE:

Adolescents able to access contraceptives

WHY: Whilst most African countries have youth friendly policies in terms of a focus on sexual and reproductive health for adolescents, there are huge gaps when it comes to implementation. In reality, young people experience challenges when dealing with unplanned pregnancies, early and forced marriage, menstrual hygiene and lack of access to contraceptives. There are 225 million women in developing countries with an unmet need for modern contraceptives and around 1 million girls under 15 that give birth every year, most of them in low and middle income countries. To reduce the number of unplanned and early pregnancies, there is a need for professional information about sexual and reproductive health. Barriers to this occurring include awkwardness when dealing with such sensitive issues and often an opposition from faith leaders to young people accessing this type of information. This is due to a widespread assumption that comprehensive sexuality education will negatively affect youths' morals.

WHAT: Research shows that young people make decisions that are more informed after comprehensive sexual education. NCA ensures that adolescents get increased access to information and contraceptives in their communities, through establishing centres where safe space is created for adolescents to be informed about and discuss SRHR issues. Mobilisation of faith institutions is key, as the faith-based partners are able to address and remove some of the barriers to accessing information on sexual and reproductive health.

RESULTS: In Malawi, Ethiopia and Mali availability

and access to contraceptives for adolescents has increased during 2016. In **Mali**, early marriages and pregnancies are common and in Timbuktu Region 64% of women between 20 and 24 were married before the age of 18.⁴³ In response to this situation, NCA established 76 "Listening and supply centres" in this region, making contraceptives and information available for an average of 80 visitors per day. In total 18,391 people, including 6,507 young women, received contraceptive supplies through these centres, a service they would not have had access to otherwise. These results were achieved despite a difficult security situation and thanks to NCA's portfolio of geographically well-placed partners. The security situation has also been an issue in the Oromia region in **Ethiopia**, where in spite of the unrest, three reproductive health corners were established in 2016. One is located within the compound of NCA's partner Tamira, and the other two in public schools. 428 adolescents received sexual and reproductive health services through these centres, including peer counselling, contraceptives, life skills training, and education and communication materials. In **Malawi**, work among youth was carried out in partnership with faith-based partners for the first time. They managed to create demand for sexual and reproductive services in the targeted districts through culturally acceptable sensitisation campaigns. Structures established earlier by NCA, the STAR circles and the youth clubs, were empowered to identify and address sexual and reproductive health challenges concerning youth, ensuring that young women received adequate information that enables them to make informed choices on the use of family planning methods.



Information meeting on early marriage with members of the women's group «Soni» in Timbuktu, Mali.

PHOTO: Kalilou Tirera/Norwegian Church Aid, Mali

43 https://www.unfpa.org/sites/default/files/resource-pdf/ChildMarriage_8_annex1_indicator-definition.pdf



Fatouma Bili and Mohamed Ibrahim from NCA's partner AMSS explain the benefits of family planning to members of the community based organisation Saint Sidi Mahamoud in Timbuktu, Mali. **PHOTO:** Kalilou Tirera/Norwegian Church Aid, Mali

PROGRAMME DEVIATIONS AND RISKS

The main challenge for the Reproductive Health programme has been lack of funding. The Norwegian government's decision to redirect funding from health to education has in particular affected the **Malawi** programme, which was not able to secure funding from other donors and a number of 2016 targets not being met. **Sudan** also had funding related challenges in 2016 that delayed programme implementation. This was addressed by the end of the year when funding from the Norwegian Embassy was secured. In **South Sudan**, plans to initiate the RH programme in 2016 were postponed due contextual challenges leading to prioritisation of the Peacebuilding programme. Funding is now

secured and a joint GBV - Reproductive Health programme starts in 2017.

Particular risks for the RH programme is the sensitivity of the issues it encompasses, its focus on taboos, and the need to challenge social norms in order to achieve the programme's ambitions. The first year of implementation has shown that it takes time for partners and NCA staff to take on board and adhere to the new approaches needed to transform it from a broad health programme to one focusing on SRHR. This process will require systematic and long-term follow-up from NCA's technical staff.

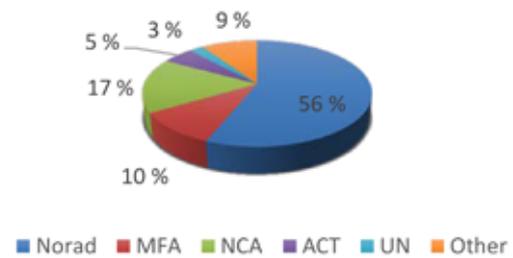
2.3 ECONOMIC EMPOWERMENT

The Economic Empowerment programme is a response to the global need for at least 600 million jobs by 2030 and its goal is to *secure entrepreneurial opportunities and sustainable employment for women, men and youth*, in order to reduce their economic vulnerability. It builds on components from NCA's former Livelihood and Trade programme, but given the extensive changes made to the programme in the transition between the two strategic periods, the Economic Empowerment programme should be considered as a new global programme for NCA. For example, whilst the Livelihood and Trade programme focused on vocational training, subsistence farming, establishing micro businesses and saving and loan groups, the new programme supports value chain development within agriculture; entrepreneurship and scaling up businesses; market access; vocational education with focus on employability; and sustainable employment. Although NCA continues to partner with civil society organisations in the

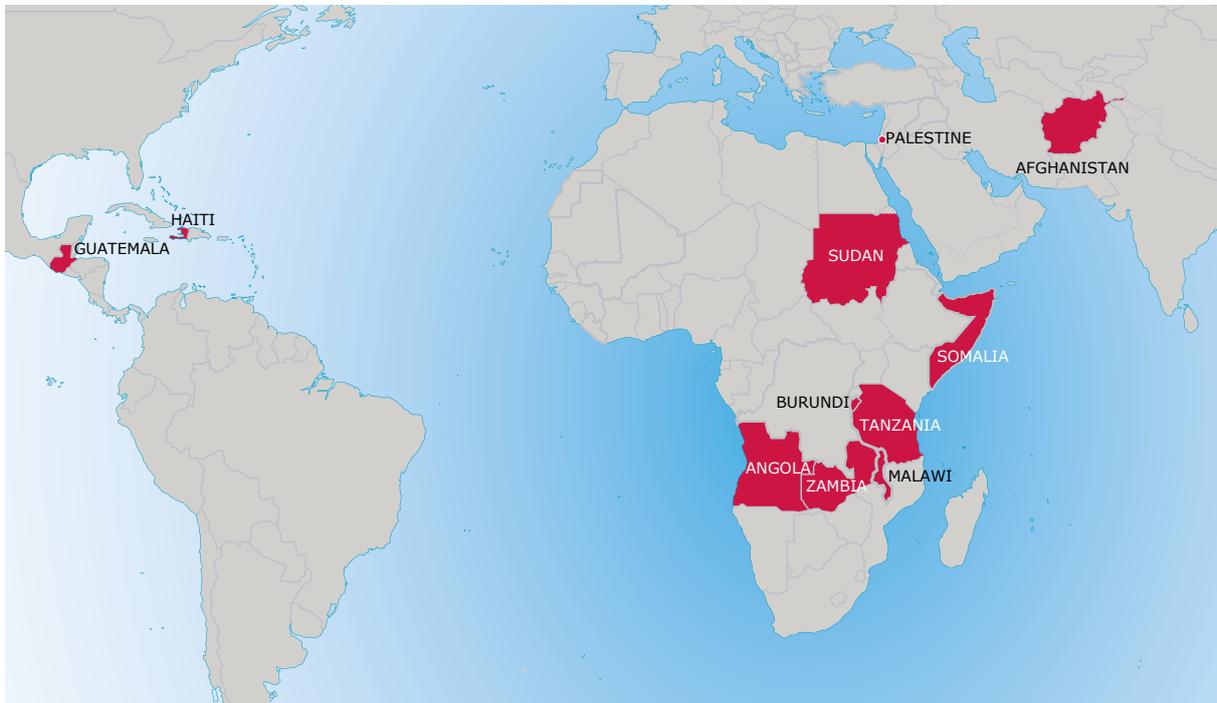
programme, including faith actors, the shift described requires exploration of new partnerships with the private sector and with organisations and consultancies with specific technical knowledge and skills.

2,100
people established
an enterprise

Economic Empowerment donor percentage:



Economic Empowerment implementing countries:



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

PROGRESS IN 2016

OUTCOME 1: Women, men and youth gained and maintained employment
Contributing countries: Afghanistan, Angola, Malawi, Palestine and Somalia

Focus for outcome 1 is not only to provide vocational education, but to ensure that quality education and follow up strategies secure sustainable employment for graduates. In 2016 Afghanistan, Somalia and Palestine are on-track compared to plan, while funding constraints forced the Malawi office to downscale its expectations for 2016 and focus on identifying skills-gaps among rural youth and women through preparatory studies. In addition to the four focus countries, Angola also delivered results under outcome 1.

In **Somalia** 342 youth graduated with increased technical, vocational and work life skills. In order to monitor employment rate of graduates on an annual basis, a school management database system was established, including evaluation data from 2015. This showed that 72% of vocational education graduates gain formal employment or are self-employed, whilst 21 % go on to further studies. The Somalia programme also inaugurated a Business Development Service at the Sayid Mohamed Technical Education Centre, offering employment advice to graduates, including internships and linkages to credit lending institutions and private sector. This unit will play a key role in enhancing the chances of youth employment after graduation. To offer relevant quality education with increased possibility for post-graduate employment, the **Afghanistan** programme conducted a market needs assessment which resulted in a revision and contextualisation of six vocational curricula in carpentry, motorbike repair, handicrafts, mobile phone repair, and auto shop and mechanics. 102 youth, 48 of which were girls, graduated from these courses in 2016 and as each trainee received a toolkit as start-up capital, the youth now have both skills and tools to start businesses or find employment in their districts. An employment tracing survey is planned for 2017.

In **Palestine**, three education centres trained 1,725 rights-holders and tracking of employment rate after education show that more than 80% of the graduates were employed, in comparison to the 59.3% employment rate among all youth of the same age in Palestine. In **Angola** 383 young people were educated at the Don Bosco Centre, which also started a work placement office to facilitate internship or employment of graduating students in local companies. During 2016 the centre was able to establish a formal partnership with nine private companies for internships in the areas of electricity, mechanics and locksmithing.



21,000
 people completed
 vocational training
 and apprenticeships

Vocational training, LWF, East Jerusalem. **PHOTO:** Margrethe Volden, Norwegian Church Aid

OUTCOME 2: Women, men and youth established micro- or small enterprises ★
Contributing countries: Afghanistan, Angola, Burundi, Guatemala, Haiti, Malawi, Palestine, Somalia, Sudan, Tanzania and Zambia

Under outcome 2, NCA works with rights-holders in 11 countries with the aim of establishing viable micro- or small enterprises. Measures which contribute to this outcome include trainings in entrepreneurship, provision of mentorship and business advice, assisting rights-holders in developing business plans, and facilitating access to capital. For 2016 progress is partly on-track and there are great variances in country programmes' performance. A tendency observed is that country programmes managing to deliver results at outcome level were mainly those building on existing work from the previous strategic period's Livelihood and Trade programme. Remaining countries have mainly carried out mappings, analyses and trainings, which lay the foundation for results on outcome level in the coming years.

In total 2,126 women, men and youth established enterprises in 2016. Some country programmes report results above target, such as **Zambia**, where 625 new enterprises were established, compared to the target of 300. This is due to intensive trainings in entrepreneurship and basic business skills, as well as building linkages between rights-holders and financial services. Although being off-track compared to the target of 1,000 enterprises established at the end of 2016, 766 new enterprises were established in **Tanzania**. In some contexts, re-establishing enterprises is also part of the programme, such as in **Palestine** where a number of enterprises were damaged during the war in Gaza in 2014. In the period under review 59 Palestinian women, who had lost their income generating projects during the war, were supported with non-cash grants to re-establish their enterprises. The resulted in increased income for the women, who had an average monthly income of USD 227 compared to USD 109 prior to receiving the grant, and 484 of their family members experiencing improved living conditions. To be able to establish enterprises, rights-holders must have access to capital. In **Tanzania**, micro-entrepreneurs have had this opportunity for years, through the saving and loan group model called the Village Community Bank or VICOBA. In the first quarter of 2016, Tanzanian partner Tanzania Episcopal Conference, carried out a training for NCA partners in **Burundi**, resulting in the establishment of the first 68 Burundian saving and loan groups under the new Economic Empowerment programme. 1,599 rights-holders were organised through the saving and loan groups in 2016 and most of the entrepreneurs in Kirundo Province increased their capital. The number of entrepreneurs with more than BIF 500,000 (USD 290) prior to the intervention increased from 2.6% to more than 10% by the end of November. Similar gains were evident for less resourceful entrepreneurs (BIF 100,000 - 500,000 or USD 57 - 290) within the same period.

OUTCOME 3: Women, men and youth scaled up existing enterprises ★★★
Contributing countries: Tanzania

As per 2016 Tanzania was the only country programme working on outcome 3. However, given that the intention of the outcome is to follow businesses through the process from establishment to development and scaling up, it is envisaged that more country programmes will contribute to this outcome as the programme progresses.

In **Tanzania**, interventions to scale-up and formalise enterprises were over-due, as NCA started to work with the VICOBA saving and loan groups in 2007 and thousands of micro-enterprises have been established since then. Although outcome 3 was not a focus in 2016 according to the programme plan, efforts under outcome 2 have resulted in 812 existing enterprises being scaled up in 2016, bringing the number to 1,292 at the end of the year. The process of the entrepreneurs scaling up from micro to small enterprises was facilitated by an increase in capital investment.

OUTCOME 4: Women, men and youth increased profits by value chain development ★★★
Contributing countries: Afghanistan, Guatemala, Palestine, Somalia, Sudan, Tanzania and Zambia

Outcome 4's focus on empowering small-scale producers, farmers or groups to take greater control over the value chain is new for NCA. With little or no experience in value chain development, most implementing countries have started on a low level with value chain mappings and analyses to identify barriers that must

be addressed and changed. There is great variance in terms of progress with some country programmes on-track or exceeding targets, whereas the rest lag behind and are still in preparatory planning stages of the intervention. In total 737 women, men and youth increased profits in 2016.

In **Afghanistan**, the Chopan Dairy Processing Centre was established in Daikundi in 2015 to provide services to the dairy sector including training and provision of equipment such as packaging material for dairy products and milk quality testing equipment. During 2016, NCA and its local partner assisted the centre by conducting a value chain analysis in order to develop a marketing strategy and increase demand for their products. Advertisements were broadcast on local radio during prime time and highlighted key messages from the marketing strategy such as local, pure and hygienic milk. Demand for dairy products increase significantly as a result. In response to dairy product shortages later in the year, cooperative members collected milk from two extra communities increasing the volume from 7,040 to 12,320 litres. The total revenue from the centre was 209,440 Afghani (USD 3,080 USD) in 2016, a significant increase from 119,680 Afghani (USD 1,760) in 2015.

In **Tanzania** 251 farmers in the Smallholder Empowerment (SHE) project increased their profits from value chain interventions. They sold their maize to Tan-feeds International through an off-taker agreement. This collective agreement secured a floor price, while maintaining the upward mobility of the price in line with market development. In most implementing countries rights-holders now have the knowledge, tools and technology to add value to their products. For example, after being trained by NCA's partner DMI, 400 female entrepreneurs in **Zambia** started value addition to products such as peanut butter and processed sausages. In **Sudan** 50 agricultural demonstration plots were established to give farmers the opportunity to practice and exchange new agricultural techniques and 50 seed multiplication plots were established to produce improved seeds. By targeting the input side of the value chain this intervention aims to increase the farmers' productivity both in terms of the quality and quantity of the agricultural produce.

OUTCOME 5: Women, men and youth gained access to local or domestic markets ★

Contributing countries: Afghanistan, Angola, Burundi, Guatemala, Haiti, Palestine, Somalia, Sudan, Tanzania and Zambia

To gain access to markets, it is necessary to know what the contextual market barriers are and hence intervention strategies under this outcome vary from country to country. All implementing countries have now mapped market barriers and initiated appropriate measures to gain market access. Progress towards this outcome is on-track, yet more comprehensive results are expected when scaling-up this work over the coming years. Achievements related to this outcome are also expected under other outcomes as market access is both a means and an implicit bi-effect/result of other economic empowerment interventions in this programme.

In 2016, market assessments were carried out in **Zambia, Somalia, Angola, Burundi**, and in **Afghanistan** where the analysis showed that one key market barrier is that women are often not allowed to engage in income generating activities. To address this challenge ten dialogue sessions were organised in target communities, resulting in men changing attitudes toward women participating and benefitting from economic activities. The women in these communities are now working in enterprises, cooperatives and groups and take part in decision-making and voting over conflict related issues. Advocacy is a relevant tool to increase market access and in **Haiti** rights-holders have advocated for improved regulatory frameworks that remove cross-border market constraints. This has resulted in increased access to local and bi-national markets for 250 families living close to the Dominican Republic border. In **Zambia** research showed that access to financial services on favourable terms is a significant market barrier for entrepreneurs and smallholders in targeted districts. Market access was improved as a result of NCA's partner DMI lobbying for user-friendly financial services. This resulted in Indo-Zambia Bank reducing the interest rates on loans to women from 23% to 10%.

In **Palestine** access to land is a market barrier and demolition of houses and forced displacement are continuous challenges for Palestinian landowners. NCA's partner Rabbis for Human Rights has worked for Palestinian landowners' rights in South Hebron Hills, Bethlehem and Hebron areas for years. In 2016 these efforts contributed to 11,000 square meters of land being returned to Palestinian landowners, after the Israeli courts and Civil Administration confirmed ownership recognition. Now farmers are able to access their land free of harassment and violence due to legal aid and coordination among relevant stakeholders, which again will improve market access for the farmers in question.

RESULTS CASE:

Farmers increase income through affordable investments

WHY: Most of the 12 million people clustered around the poverty line in Tanzania live in rural areas and depend on agriculture for their livelihood. The sector employs 76.5% of the population yet produces only 27.6% of GDP. This makes farmers an average of 8.5 times less productive than people outside agriculture. The absolute number of farmers in Tanzania is growing and is likely to remain high for decades; hence GDP per farmer must be improved to eradicate poverty. NCA Tanzania has worked for years with the saving and loan groups called Inter-religious (IR) VICOBA⁴⁴, where women, men and youth are supported to establish micro- and small enterprises, many of which are related to agriculture. Since 2007 approximately 100,000 women, men and youth have been mobilised through 4,000 IR VICOBA groups and over USD 21 million has been saved; and often invested in small businesses for improved livelihoods. A major challenge is how these enterprises, that have limited growth and low profit, can be transformed into a more prosperous network of faster growing business enterprises that can create more productive jobs.

WHAT: NCA Tanzania started the “Veggie” pilot to increase rights-holders’ income. Through one of NCA’s other Economic Empowerment pilots in Tanzania; the Small Holder Empowerment (SHE) project, experience showed that farmers did not invest the USD 75 needed to participate in the project. NCA learned that affordability is key to scalability and this was taken into account when designing the “Veggie” pilot in 2016. Farmers were able to invest in a simple irrigation system, which gives a high return in only 45 to 90 days, for only USD 12. NCA has acted as a wholesale agent, as it had the financial capacity to buy irrigation systems in large quantities, at a cheaper price than the farmers would access individually. This equipment was not available in most villages and where it was it was more expensive. NCA’s partner addressed this by selling irrigations systems, fertilisers and seeds in target villages. Although the farmers could use seeds from any source, NCA made quality seeds available at a price around cost. The plan is to establish a national IR VICOBA Association (NIRVA) where rights-holders coordinate such demands from their fellow small-scale

entrepreneurs who can buy in big quanta at an affordable price. Until such a structure is in place, NCA has taken on such a role to test, learn and prepare for the establishment of the NIRVA.

The pilot also included testing of digital performance monitoring tools, which proved to be efficient when managing a dispersed field corps. GPS based surveys, including pictures, flowed almost daily from field corps using cell phones to collect and update data on all aspects of the pilot, such as number of veggie beds installed per region (e.g. per week or month), what was planted, status for veggie beds and further plans. This information was accessible immediately, and allowed management to monitor performance closely and to take timely decisions, such as where to deploy resources, and which resources to discontinue.

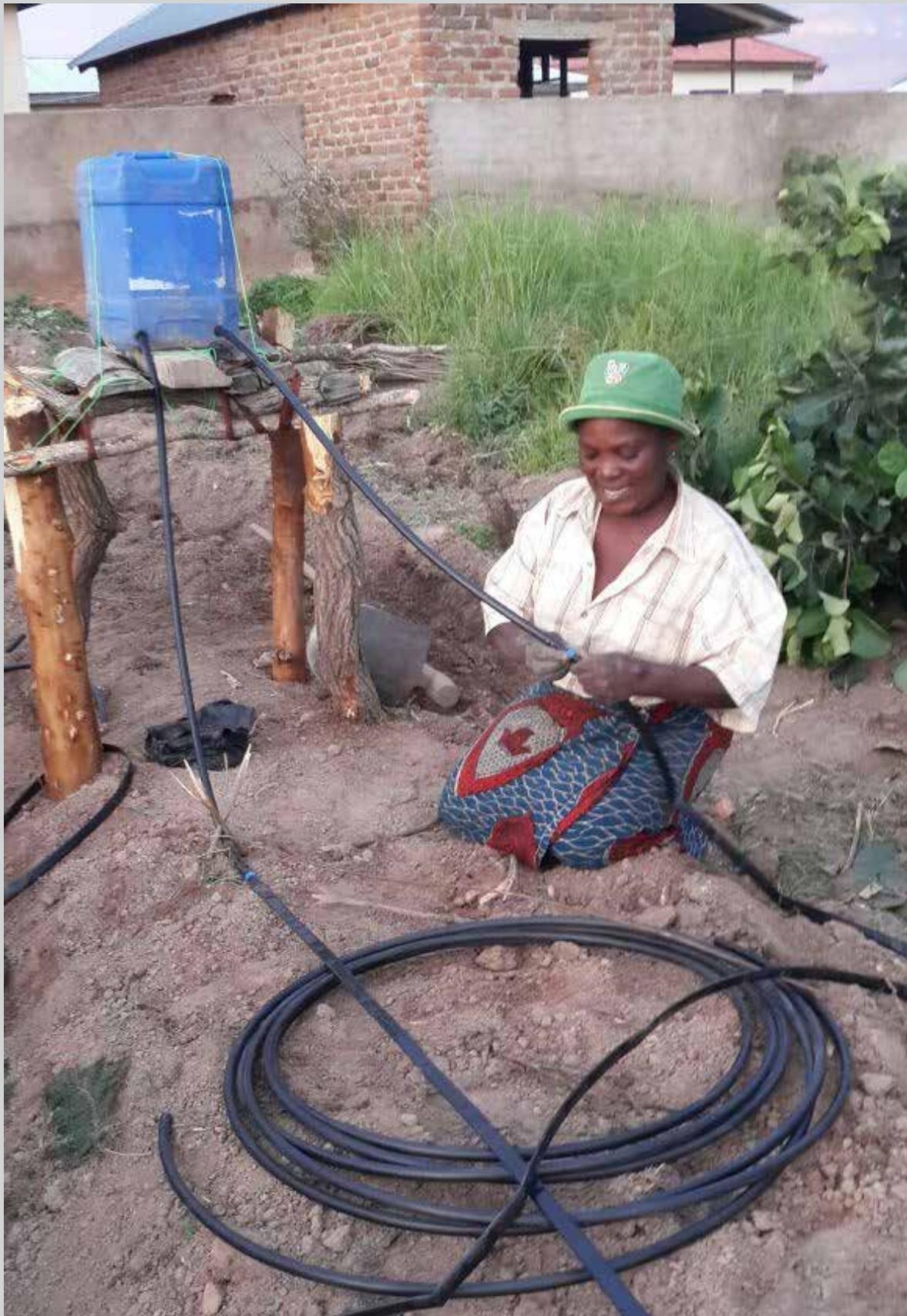
RESULTS: About 101 families in 80 villages have been able to invest in affordable irrigation systems and develop 400 vegetable beds. Their families experienced increased nutrition as well as an increased cash income. They also experienced being a part of a scalable micro investment that they could continue to invest in at their own speed. Since the USD 12 investment has proved to be affordable for small-scale farmers, and investment is returned within 45 to 90 days, it is expected that this micro-investment in vegetables will not only improve food security, but can provide sufficient cash-flow to make more capital available for bigger investments and increase the farmers’ income. In 2017 more Economic Empowerment programme countries will use learning from the Veggie pilot in similar projects.



Elizabeth Mpigauvi is currently earning USD 15 per day from her micro-investments in Veggie.

PHOTO: Alpha Kapola/Norwegian Church Aid, Tanzania

44 Inter-religious Village Community Banks



The Veggie project is changing families', and especially women's, availability to cash and food, Tanzania.
PHOTO: Jakob Fagerland/Norwegian Church Aid

PROGRAMME DEVIATIONS AND RISKS

Key to establishing a new programme, is ensuring adequate competency, finances and human resources are in place to prepare and establish a solid foundation from which to harvest results. Year one of the Economic Empowerment programme experienced deficits on all three of these aspects leaving some country programmes off-track compared to plans.

Given the programme represents a shift in focus for NCA, existing partners do not necessarily have the competency needed to meet planned ambitions. NCA must therefore continue to establish new partnerships with those best suited to bring the necessary technical competency to the programme; such as private sector actors and consultancies. The process of developing the programme through building competency of existing partners and identifying new partners will be led by NCA's programme staff, with support from technical advisors at the HO. Globally the staffing situation has been challenging during the initial year of

this new programme, both in relation to securing staff with relevant competency and enough staff to ensure NCA is able to meet the programme's ambitions. A significant initiative to address this in 2016 was a technical training for NCA programme staff on value chain development. More details of this are provided in chapter 2.7.

Contextual challenges have also impacted programme progress, such as drought in **Somalia**, where they managed to carry out a value chain analysis for onions, lime, maize and tomatoes and realign activities with recommendations from the process. However, the project's flow and momentum was slowed down due to failure of the two key rainy seasons in 2016. Interventions and ambitions will have to be adapted to different country contexts and in fragile and conflict prone countries, approaches will to a larger extent continue to rely on traditional livelihood components than in more stable low and middle income countries.



Severina Lwila with her harvest. Veggie, Image in in Ilula.
PHOTO: Alpha Kapola/Norwegian Church Aid, Tanzania

2.4 CLIMATE RESILIENCE (CR)

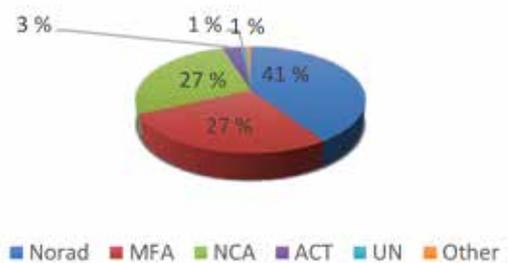
Communities resist, absorb and recover from climate change is the goal of NCA's Global Climate Resilience Programme, which is an evolution of two climate-related programmes from NCA's previous strategic period. More aspects of the former Climate Adaptation programme are visible in the current programme, but with a shift in focus from reducing communities' vulnerabilities to climate change to increasing their resilience to it. Few remnants of the former Climate Mitigation programme are evident, which is in response to evidence that focusing solely on climate change mitigation and adaptation does not foster community resilience. Access to renewable energy is however integrated into this programme along with the economic empowerment and WASH programmes. By focusing on climate resilience, NCA seeks to support communities to improve their preparedness, response and recovery from climate-related events through local structures, such as community task forces.

The core methodologies are Community Based Adaptation (CBA), which refers to adjustments in ecological, social or economic systems in response to actual or expected climatic stimuli; Disaster Risk Reduction; and Community Based Disaster Risk Management, which is a systematic approach to implementing policies to lessen the impact of natural disasters. In the CR programme,

NCA empowers civil society organisations, including faith-based organisations (FBO), to support communities to resist, absorb and recover from climate change. This is done through three primary types of interventions: competence interventions, such as training and skills building; interventions focusing on social structures such as community task forces or other grassroots structures; and structural interventions, including infrastructure to reduce the impact of hazards. NCA mainstreams strengthening civil society across all CR interventions and fosters ownership by emphasising participation at all levels, from the grassroots organisations, such as community-level committees, through to duty-bearers, such as national and local-level government agencies. FBOs and other community organisations are natural partners in NCA's CR programme as they are among the first responders to disasters and can mobilise volunteers through a moral obligation.

5,500
households using
better agricultural
practices

Climate Resilience donor percentage:



Climate Resilience implementing countries:



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

PROGRESS IN 2016

OUTCOME 1: Context-specific minimum standards for mitigating risk to structural interventions applied in communities ✱

Contributing countries: Angola, Burundi, Ethiopia, Guatemala, Haiti and Zambia

Outcome 1 addresses the need to protect critical infrastructures such as homes, access roads and water points from natural disasters. This outcome is crucial to achieving sustainable climate resilience, and is therefore a mandatory programme component. As three of the six countries (Ethiopia, Guatemala and Zambia) are on-track when measuring output indicators against 2016 targets, NCA considers progress within this outcome satisfactory given the complexity involved in developing and applying such standards. In **Ethiopia**, for example, local authorities in the southeast zone in the Tigray Region have recognised the efforts of faith-based partner Ethiopian Evangelical Church Mekane Yesus-Development and Social Service Commission (EECMY-DASSC) in developing minimum standards, by officially adopting the guide outlining the standards. This minimum standards guide mitigates risk to infrastructure and the population's livelihood resulting from disaster and climate change. Communities in two districts will apply the minimum standards, which are welcome in an area that has experienced climate change, the effects of which were amplified by the El Niño phenomenon in 2015-16. Moreover, NCA will share the Ethiopian minimum standards guide through its CR community of practice (COP) to share best practices and inspire other programme countries who are not yet at this stage. Four local partners conducted climate vulnerability assessments in five districts in Zambia, which is a first step in developing or adapting a minimum standards guide. NCA **Zambia**, in partnership with four faith-based partners and one resource partner, will develop gender-specific minimum standards, which take into account women's and girls' particular vulnerabilities. In **Guatemala**, NCA's partner focused their efforts on developing and applying minimum standards to mitigate risks to heavy infrastructure, notably the Norwegian Embassy-funded micro-hydro power plant. Together with community leaders and authorities, members from 22 communities developed a minimum standard guide that is vital to the reducing climate and disaster-related risks to the plant.

OUTCOME 2: Communities adapted their food production to changes in climate ✱✱✱

Contributing countries: Angola, Burundi, Ethiopia, Guatemala and Haiti

Outcome 2 focuses on community-level food security, which is vital to climate resilience. This is supported by the fact that five countries selected this outcome even though it is not mandatory. Four of the five countries (Angola, Burundi, Ethiopia and Haiti) are either on-track or nearly on-track when measuring output indicators against 2016 targets. Progress towards achieving this outcome and adapting food production was evaluated based on partners' building local farmers' capacities on using improved agronomic practices, such as conservation agriculture, or zero tillage. Rather than turning over their land, farmers leave crop remains in the field to improve soil fertility. In **Angola** for example, partners mobilised and trained 14 community-based task forces, who in turn demonstrated conservation agriculture and other climate-smart farming techniques, for 209 families who are now applying these methods.

In **Burundi**, 2,500 women and 2,188 men farmers from rural areas now can apply climate-smart agriculture techniques, which far exceeds the annual target of 500. This success is due in large part to Burundian partners' use of a participatory, non-formal education methodology, the REFLECT method, as an entry point to the community. This method gathers community members to learn literacy and numeracy in addition to training on sustainable farming practices, such as the use of small-scale irrigation systems, terracing and micro-fertilising. REFLECT has facilitated community mobilisation and information dissemination, allowing NCA's partners in Burundi to exceed the target.

OUTCOME 3: Communities implemented sustainable land management plans
Contributing countries: Burundi, Ethiopia, Guatemala and Haiti

Without considering how land is used according to needs and ecosystem services, it will not be able to sustain food security, provide resilience, and create community safety over time. Communities' risk level depends on the ecosystems' absorption capacity. Three countries, Burundi, Ethiopia and Haiti, selected this outcome, while Guatemala integrated elements of it into their food security work. Burundi, Ethiopia and Guatemala are on-track based on measuring output indicators against 2016 targets. Haiti is off-track, owing partly to the fact that there were dramatic budget reductions in 2016, which led to the merger with two ACT sister agencies.

Implementing sustainable land management plans is a complex and lengthy process as communities developing plans must 1) consult the environmental impact assessment laws, 2) create awareness throughout the community and among local authorities to discuss and initiate a process around sustainable land usage, and 3) agree upon what land can be used and what must be preserved. In **Ethiopia**, for example, there were issues regarding planning and setting too ambitious targets for this type of work in a single year. It will take longer than originally planned to develop a sustainable land management plan, however, local partners were able to map and assess 18,000 hectares in four different regions in 2016.

To build resilience and mitigate risks to climate change and disasters, NCA in **Burundi** supported local and faith-based partners to protect essential infrastructure through reforestation in 202 communities in the Bujumbura Rurale and Kirundo provinces. Burundian partners distributed 804,333 trees, which were planted by the communities. These trees now protect 1,577 houses, 59 roads, 61 schools, 28 churches, 66 sources of water, 48 bridges, 5 health centres, 1 hospital, 12 lakes and rivers, 18 watersheds as well and 2 ravines. Moreover, 263 km² of terracing was prepared to protect the land from erosion.

OUTCOME 4: Organised civil society structures demonstrated action on climate resilience
Contributing countries: Angola, Burundi, Ethiopia, Guatemala, Haiti and Zambia

*

Outcome 4 is a mandatory programme component, as civil society structures are crucial to sustainability beyond the life of the programme. Within this outcome, civil society structures refer to formal or informal groups of individuals working in an organised and coordinated fashion, which maximises effectiveness. Within the CR programme, the CBA and Community-based Disaster Risk Reduction methodologies leverage existing or newly established "social structures," which are permanent fixtures in the community, and link them to other community members and governance structures.

Five of the six countries (Angola, Burundi, Ethiopia, Haiti and Zambia) are on-track when measured against output 2016 indicator targets. Guatemala is off-track, mainly due to unforeseen budget cuts in 2016; this is explained further in the deviations section of this chapter. For a more in-depth look at the results regarding outcome 4, please refer to the programme results case.

In **Angola**, faith-based partners mobilise community members using Community-based Risk Screening Tool — Adaptation and Livelihood (CRiSTAL), a holistic, integrated CR methodology to facilitate communities to plan projects that support climate adaptation and resilience. In 2016, partners, in collaboration with 19 Angolan communities, identified risks to livelihoods related to climate change, including food security. In this process, one identified solution to mitigate risk was to create local task forces of community members who could plan and respond to both sudden and slow-onset effects of climate change. Partners supported communities to create task forces, about half of which were integrated into existing water, sanitation and hygiene (WASH) committees, which avoids the creation of parallel structures and duplication of efforts. These community task forces identify risks, suggest solutions, and respond to disasters, which will ultimately prepare the community and increase their resilience.

OUTCOME 5: Organised civil society held duty-bearers accountable on climate resilience
Contributing countries: Burundi and Haiti

Outcome 5 is an outcome based on grassroots advocacy. Whilst this is not a mandatory outcome, there are documented results because of NCA's integrated approach to programming. Two countries, Haiti and Burundi, work on this outcome at output level, and both are on-track when measuring output indicators against 2016 targets.

It is essential for women and men to hold local authorities accountable on their obligation to ensure measures related to climate resilience, such as providing funding for climate resilience initiatives and including these initiatives in local development plans. For example, the Haitian Civil Society Platform for Advocacy on Climate Change, a leading arena for dialogue between civil society and duty bearers established by NCA and ACT Alliance in 2013, created a campaign and strategy to support the development of a National Strategy for Climate Change in 2016. They also wrote and disseminated a statement to pressure Haiti's government to ratify the Paris Agreement, which is part of the UN *Framework Convention on Climate Change*, which the Government of Haiti has since ratified.

In December 2016, NCA organised a national symposium on climate resilience, which was the first of its kind in **Burundi**. Ninety-five duty bearers, including parliamentarians and Senate members, representatives from government ministries related to climate, such as the Ministry of Environment and Urban Planning and the Ministry of Agriculture and Livestock, and religious leaders were challenged by NCA and civil society partners on their responsibility to contribute to resolving climate-related issues. Symposium participants agreed to recommendations ranging from improved mechanisms to manage and disseminate climate-related data; designing and implementing a national-level mechanism to monitor, report and verify Reducing Environmental Degradation and Deforestation (REDD); to integrating climate resilience themes in school curricula at secondary and university levels.

Climate resilient agriculture practices make farmers able to grow vegetables in addition to producing crops, Samre.
PHOTO: Hilina Abebe/Norwegian Church Aid, Ethiopia





Women receive training in risk management. **PHOTO:** Juan José Rabanales/Norwegian Church Aid, Guatemala

RESULTS CASE:

Faith-based actors influence local-level task forces to mitigate disaster risk

WHY: Climate change affects the Earth's entire population in one way or another, and disasters touch around 200 million people each year. The human and economic costs to the global economy resulting from disasters exceed USD 300 billion annually. Poor communities face climate change with great deficits in protection and sustainability, and their vulnerability is amplified by climate-related hazards. Dependence on scarce natural resources, large poor populations living in isolated areas, and limited capacity to adapt to climate change due to lack of knowledge and resources, along with weak social structures are some reasons why communities are not resilient. Social unrest and conflict only exacerbates vulnerability to climate change. NCA's Climate Resilience programme is an integrated, pro-active approach to increase the safety and security of individuals who are increasingly vulnerable to climate change and disasters. NCA, and its ACT Alliance partners, focus on unseen, small disasters, which adversely affect poor populations' resilience and livelihood just as much — if not more — than large-scale catastrophes. Climate change disproportionately affects the rural poor. Thus NCA's CR programme is tailored to the needs of agrarian populations

and fosters their ability to organise themselves to mitigate the risk of climate change and disasters.

WHAT: An active civil society is a key to ensuring that people transition from helpless victims to active citizens. Response to sudden disasters is often provided nationally and has a tendency of being delayed by at least 72 hours. If there are organised and trained civil society structures on the site of the disaster, they can start working immediately and shorten recovery time. Leveraging existing or newly established social structures, NCA supports the formation of community task forces, and uses community-based methodologies to mobilise people, raise awareness on climate change, and train them to mitigate climate and disaster-related risks. Moreover, NCA contributes to the programme with technical and financial support, whilst local partners link communities with local disaster risk management authorities if they are present. In **Burundi**, NCA's partners collaborated with religious and community leaders to establish 82 community task forces, an impressive figure given that the CR programme was new in 2016. Members of these community-based organisations are



Sheriff hoped to sell the Teff harvest, but it failed due to draught. Now he uses it to sustain his remaining cows. Washa locality, Ankober. **PHOTO:** Hilina Abebe/Norwegian Church Aid, Ethiopia

representative of the community and composed of women, men and youth, state employees and religious and traditional leaders. In **Guatemala**, NCA partners with three local Committee of Women for Disaster Reduction (COLMRED), made up of 272 members, updated an emergency response plan in cooperation with the Guatemalan Coordinating Agency for Disaster Reduction (CONRED). Thanks to the COLMRED methodology, which prioritises women's participation, local authorities and men in the community have shown a willingness to engage in different actions that promote women's involvement in disaster management and resilience.

RESULTS: 114 communities are protected from climate change through the constellation and training of community task forces. The six countries which form NCA's global Climate Resilience (CR) Programme, Angola, Burundi, Ethiopia, Guatemala, Haiti, and Zambia rank near the bottom of the GAIN Index⁴⁵, which measures a country's vulnerability to climate change. Communities in these countries now have increased resilience to disasters and climate change in part because of the efforts of community task forces trained by NCA and its partners. NCA collaborated with faith-based

actors and other civil society organisations in five of the six countries (all but Guatemala). Religious actors are natural partners for NCA and key collaborators in community-based work, due to their legitimacy and rootedness in the community, existing networks, ability to mobilise, care for the environment and natural compassion. Community task forces carried out a range of activities in 2016, the sum of which will increase the resilience of the community it serves. In **Ethiopia**, six community task forces worked closely with six Community Care Coalitions, local government structures, which tend to have low capacities and limited resources. Together, they performed a climate vulnerability assessment; created a contingency fund to be used during the recovery and rehabilitation stage after a disaster; and assessed climate data from national meteorological organisations to downscale it so communities could adjust farming calendars. In **Angola**, where NCA's partners established 19 community task forces, one person per committee is responsible for disaster risk reduction (DRR). This CR intervention is the first of its kind in the areas where NCA intervenes. Community task forces and local authorities have undergone training on DRR and developing contingency plans. Currently, 10 of these task forces have started developing a DRR plan.

45 ND-GAIN Index. 2017. Notre Dame Global Adaptation Index. [ONLINE] Available at: <http://index.gain.org/>. [Accessed 8 May 2017].



In Guatemala small hydroelectric power plants are built and operated by small communities. This gives people the opportunity to manage and enjoy local-produced and clean energy. Power cables are installed to the village.

PHOTO: Kristina Rødahl/Norwegian Church Aid

PROGRAMME DEVIATIONS AND RISKS

Food security components of the programme (outcome 2) are designed around harvest and farming calendars, making planning and timing of activities crucial to meeting targets. One variation related to outcome 2 is due to the late start of activities in time for planting. These were planned to start during quarter one 2016, but were delayed to much later in the year due to the late transfer of funds to NCA's COs. In Angola for example, this meant that fewer families (55% less than planned) learned about climate-smart agriculture. As most of the CR partners in Angola are also engaged in the NRK Telethon-funded WASH programme, NCA got the programme back on-track by focusing efforts on water system construction, which will also be used for irrigation and supports the food security outcome.

With regards to sustainable land management plans (outcome 3), NCA anticipated that this would be the most complicated programme component due to

the limited capacity of NCA's faith-based partners in this particular technical area. NCA is aware of this deficit, and is working to get this outcome on-track and by addressing the capacity gaps in 2017 and beyond.

In Guatemala, NCA experienced a 60% budget reduction. This sudden and dramatic cut affected all programmes, including CR. As it was not possible for NCA to implement all the activities as planned in 2016, there was a conscious decision to focus efforts within the CR programme on making the Norwegian Embassy-funded micro-hydro power plant project as resilient as possible. For example, the community-developed minimum standards focused on the systems around the plant, including protecting the communities' watershed. Within the food security outcome, partners did not work on agriculture, as intended, but rather they focused efforts on securing the communities' water sources.

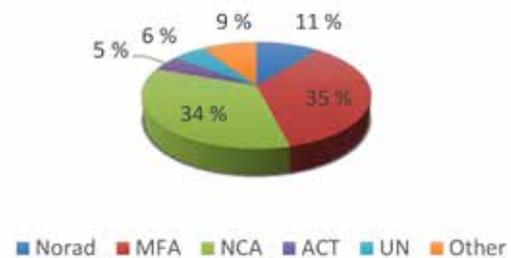
2.5 WATER, SANITATION AND HYGIENE (WASH)

Access to safe water, adequate sanitation facilities, and a clean environment along with practising key hygiene behaviours are pre-conditions for health and economic development. The goal of NCA's Global WASH programme, *Healthy communities have access equitable and sustainable water, sanitation and hygiene services*, builds on NCA's 2011-2015 WASH programme, yet with a stronger emphasis on community participation, as community and individual ownership are essential to behaviour change and sustainable results. The WASH programme is NCA's largest and implemented in twelve countries on three continents, most often in fragile contexts. 2016 was the second year of the NRK Telethon Programme, which will deliver "Water for One Million People" in ten countries over five years, the results of which are also highlighted below. NCA is a trusted, global WASH actor, owing to 37 years of building on experiences and best practices within its WASH programmes, both in long-term development and humanitarian settings.

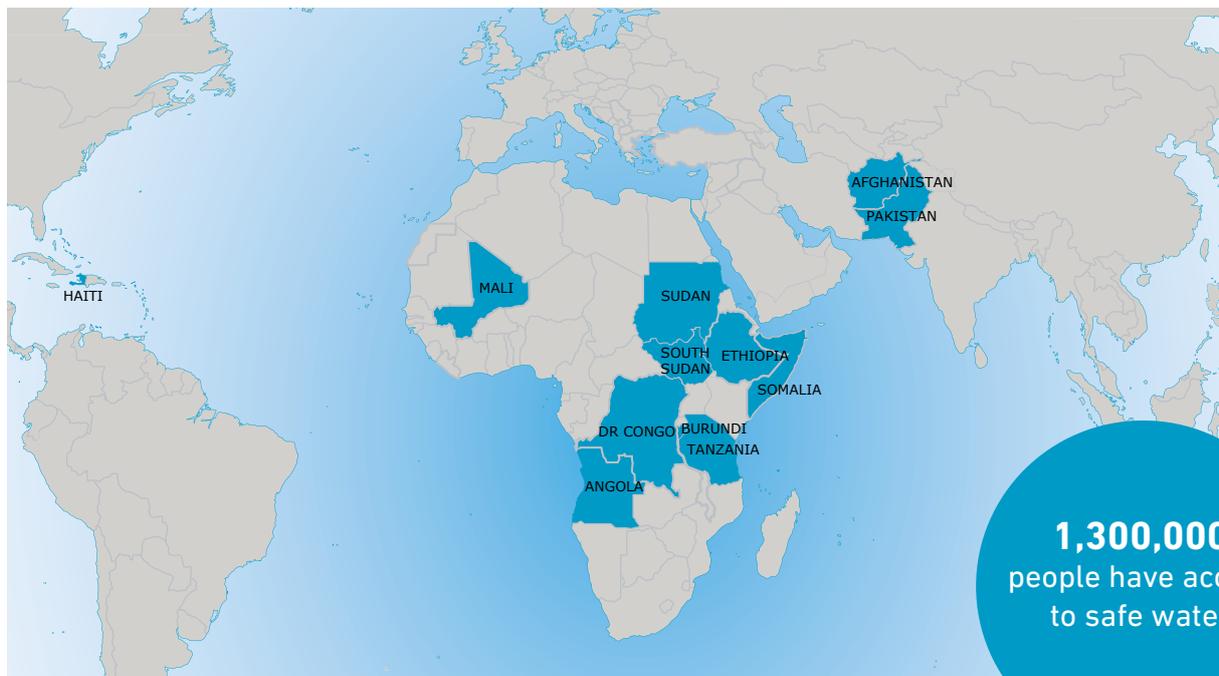
NCA's preference is to integrate water, sanitation and hygiene services so women, men, girls and boys can enjoy maximum health benefits. NCA and its local partners use tested methodologies for underserved and marginalised semi-urban and rural populations. In particular, NCA focuses

on alleviating the burden of women and girls as the traditional household water providers. Underpinning its commitment to United Nations Security Council Resolution 1325, NCA includes women and girls in all decision-making processes, starting with basic service provision, another reason for putting a strong accent on participation. Through its WASH programme, NCA strengthens civil society organisations by increasing the capacities of community-based WASH committees, which are the key to programme sustainability and leveraging the influence of faith-based actors; partners with a strong level of legitimacy in communities. In many ways, increasing the capacity of both grassroots organisations and NCA's civil society partners to work in a manner that is representative and gender-inclusive and provides a democratic arena in which they can operate.

WASH donor percentage:



WASH implementing countries:



The WASH Programme is implemented in 12 countries. Included in this count is Angola, who implements WASH as a part of their CR programme. The WASH programme will end in June, 2017. Tanzania does not have a global WASH programme, but rather has a "contextual" programme funded by NRK Telethon Funds.

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

PROGRESS IN 2016

OUTCOME 1: Communities demonstrated ownership for WASH services ✖
Contributing countries: Afghanistan, Burundi, DRC, Ethiopia, Haiti, Mali, Pakistan, Somalia, South Sudan, Sudan and Tanzania

Outcome 1 is mandatory due to the importance of local participation and ownership in ensuring long-term and sustainable WASH results. NCA often operates in areas with protracted crises, and community involvement and the recognition of women's rights are key factors to peace and security. Within this outcome, NCA underscores women's equal participation, which is an essential component of this outcome. Ownership of WASH services goes beyond water, and also refers to sanitation infrastructure as well as lasting behaviour changes with regards to hygiene.

Progress towards this outcome is measured in part against the percentage of women, men, girls and boys satisfied with participation in decisions made related to WASH services, which ranged from 70% in Pakistan to 90% in Afghanistan. Underscoring its commitment to women's participation, NCA can report that 90% of all WASH committees have at least one woman in a leadership position. In some culturally conservative areas of certain countries, such as Afghanistan and Sudan, where female participation in WASH committees is less systematic, NCA and partners can report that there are instances where women have been elected to leadership positions. There are some limitations with regards to reporting on this outcome. For example, while it is positive that countries report on the number of WASH committees trained (527 committees in 12 countries), there is as of yet little information on how the committees function or the quality of the committee management. NCA will support all countries to report on the functioning of WASH committees in 2017 and beyond, drawing on documented examples from country programmes like Afghanistan which has achieved solid results in regards to well-functioning committees that receive very high satisfaction rates from their communities.

Despite limitations in country-level reporting in 2016, there were encouraging results. For example, in the **DRC**, 41 villages with a total population of 54,346 women, men, girls and boys have completed the Healthy Village and Schools Programme, the approach officially adopted by the Congolese government. This means that these committees took community WASH issues into their own hands and solved them with support of the local public health authorities with NCA and its partners providing technical support. In northern **Mali**, WASH committees in all 20 villages supported by NCA, have established a recovery fund. This contributes to the sustainability of WASH services and indicates that community members feel a sense of ownership.

OUTCOME 2: Duty bearers integrated women and men's recommendations into their plans ✖
Contributing countries: Afghanistan, Burundi, DRC, Ethiopia, Haiti, Mali, Pakistan, Somalia, South Sudan, Sudan and Tanzania

Outcome 2 underscores the importance of communities claiming their rights; and the responsibility of authorities whose duty it is to fulfil them, for example by providing essential water and sanitation services. Citizens, therefore, must engage duty bearers and advocate for their rights. NCA and its local partners often operate in fragile contexts, such as in Somalia, where local authorities may not have a clear picture of their duties or how to perform them. NCA address this through training and regular dialogue. Local partners, with NCA's support, facilitate regular exchange with local authorities and the communities to foster information sharing.

In 2016, there were 131 occasions where the communities' WASH priorities were presented to local authorities, but the nature of the "occasions" ranges from country to country. Typical examples include WASH Days and exchange meetings between community members and duty bearers. Eight countries (Afghanistan, Angola, DRC, Ethiopia, Mali, Pakistan, Sudan and Tanzania) are on-track in terms of progress towards this outcome. For example, in South Kordofan, **Sudan**, NCA, in partnership with SOS Sahel, renegotiated with the local water authorities the percentage that the state collects from user fees from 70% to 30%. In Puntland, **Somalia**, NCA was one of many non-governmental organisations who contributed to the *National Water Act* becoming law. NCA also worked with local actors to raise awareness about the policy and disseminate information. Copies of this law were printed and disseminated to local authorities so they will be able deliver water services in line with the national standards. NCA in **Afghanistan** has been a member of the revision committee on the WASH Policy (2016 – 2020) under the Ministry of Rural Rehabilitation and Development.

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

Contributing countries: Afghanistan, Burundi, DRC, Ethiopia, Haiti, Mali, Pakistan, Somalia, South Sudan, Sudan and Tanzania



Demonstration of how to construct and use the hand washing facility "Tippy Tap", WASH Caravan, Tanzania.

PHOTO: Imani Nsamila/Norwegian Church Aid

As proper hygiene behaviours are a pre-condition to achieving sustainable health, this outcome is mandatory for all 12 countries with a WASH programme. Positive hygiene habits which are critical to protecting against key public health risks range from proper handling and storage of drinking water, safe disposal of children's faeces, and hand washing with detergent at critical moments throughout the day. Promoting positive hygiene behaviours overlaps with access to household sanitation (outcome 4), since using toilets is essential to living in a clean, hygienic environment, and access to drinking water (outcome 6), since hygiene relates to promoting the safe water chain, from collection to consumption.

Four of the countries where NCA implements WASH programmes are on-track (Afghanistan, Ethiopia and Pakistan) or mostly on-track (DRC), based on mandatory outcome indicators and achieved results. The two mandatory outcome indicators measuring progress towards achievement on this outcome gauge 1) change in hygiene behaviour and 2) the expected effect of water supply, sanitation and hygiene components combined for children under 5. The country offices who achieved success prioritised hygiene promotion activities with participatory approaches and devoted the necessary human and financial resources to this component of the programme.

In 2016, DRC, Ethiopia, Mali, Pakistan, Sudan and Tanzania reported achievements in the percentage of women, men, girls and boys washing their hands with detergents at critical times (change in hygiene behaviour). When compared with the baseline figure for these countries, the reported increase in hand washing with detergents at key moments throughout the day ranged from 9% to 66%, with a mean increase of 30%. The countries that did not report on this indicator still undertook hygiene promotion activities throughout the year, but the reason for not reporting vary from timing of activities (in Afghanistan, for example) to an increase in conflict, which hampered activities in South Sudan.

The results related to hand washing were achieved through a variety of tools, each tailored to the country context. For example, in partnership with three partners, NCA in **Tanzania** organised a WASH Caravan, a four-month travelling demonstration raising awareness about hygiene through songs and other traditional communication methods. The caravan was an effective way to demonstrate to a large number of people how to construct and use a hand washing facility known as a "Tippy Tap."

In the **DRC**, local partners organised dialogue sessions, so community members can better understand the link between medical costs and poor hygiene practices. This methodology entails helping community members analyse medical care costs associated with waterborne diseases and loss of productivity and relating these costs to the financial gains that would be made by adopting positive hygiene practices.

Afghanistan, Pakistan and Ethiopia reported on the percentage reduction of diarrhoea episodes in children under 60 months (counted over the two previous weeks), which reflects the expected effect of water supply, sanitation and hygiene components combined. In **Afghanistan**, local partners in the Ashtarly, Kejran and Trinkoot districts, reported a 72% decline in diarrhoea episodes of children under five years.

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

Contributing countries: Afghanistan, Burundi, DRC, Ethiopia, Mali, Pakistan and Somalia

Outcome 4 encompasses a variety of sanitation services such as drainage, vector control, and management of wastewater and solid waste. This outcome is mostly associated with constructing or rehabilitating toilets and promoting their use. The results case below provides a more detailed look at household sanitation programme successes.

Six of the seven countries that selected this outcome (Afghanistan, Burundi, DRC, Ethiopia, Mali, Pakistan and Somalia) achieved their country-level target measuring the number of women, men, girls and boys who have gained access to sanitation facilities. In four of these countries (Burundi, DRC, Pakistan and Somalia), the target was exceeded many times over. Adjusting targets will be addressed by better planning and management in 2017. Moreover, WASH projects in these particular countries are implemented within a context of protracted crises, which are areas highly difficult to plan around. Mali was within 20% of the country-level target, considered satisfactory as WASH was a new programme in 2016.

507,552 women, men, girls and boys gained access to household sanitation (toilets), and nearly all of the country offices reached or exceeded the targets. The high number of people who gained access to household sanitation indicates NCA and its partners have mastered and successfully implemented the participatory approaches used in the sanitation-related activities, such as Community-Led Total Sanitation (CLTS). The large number of people reached also means that CLTS and similar participatory approaches are successful in creating demand for household toilets and fostering ownership, so individuals with limited financial resources prioritise toilet construction.

In **Pakistan**, where NCA and local partners facilitated 43,000 women, men, girls and boys gaining access to toilets, thirty villages were declared open defecation-free (ODF) in 2016. In one village, Jamal Bhayo in Sindh province, NCA trained local partner, Research and Development Foundation, in the Pakistan Approach to Total Sanitation (PATS, a version of CLTS). In merely six months, all households in this village had constructed toilets and the community was awarded with sanitation equipment for its achievement.

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

Contributing countries: Afghanistan, Burundi, DRC, Ethiopia, Haiti and South Sudan

While household WASH services are vital to health and economic development, it is only part of the picture to ensuring a lasting impact, so institutional WASH services are a necessary complement. Health centres, schools, marketplaces and community centres are examples of the places benefitting from institutional WASH services; NCA country offices focused on WASH in schools in 2016.

Progress towards achieving this outcome was measured by 1) the number of women, men, girls and boys who gained access to institutional WASH services and 2) the percentage of water supply and sanitation facilities adapted to people living with disabilities. These indicators combined signify that NCA measures not only the number of individuals served but also the inclusiveness of the service. Considering these two indicators, Haiti and Ethiopia are on-track, while the remaining countries are off-track in 2016. The total number of women, men, girls and boys who gained access to institutional WASH services in 2016 was 26,933, representing WASH services in 34 schools and six health centres.

NCA's ambition is that countries with an institutional WASH programme implement a "package" in the form of water supply, toilets and hand washing facilities, and hygiene promotion, although that was not the case in all countries. Four countries (Burundi, DRC, Ethiopia and Haiti) delivered on implementing an integrated WASH "package." For example, nine schools in **Haiti**, with a total of 3,680 girl and boy pupils and students, accessed WASH services. To encourage positive hygiene behaviours, NCA Haiti used a child-to-child approach, Hygiene Heroes, for health promotion. Through this initiative, selected girls and boys in each school lead by example and demonstrated positive hygiene routines, such as hand washing. In South Sudan an estimated 7,500 people received clean water in 11 schools and 4 health facilities, exceeding the

target by 50%. Sanitation services were provided in 4 schools, and a more holistic approach will be worked on in 2017.

In **Burundi**, NCA implemented an integrated WASH programme in eight schools, meaning 5,226 girl and boy students plus their teachers gained access to water, sanitation and hygiene services. They used the School-Led Total Sanitation Approach (SLTS) to engage students and their families in improving hygiene and sanitation at school, and at home, which resulted in 1,674 householders building toilets in their homes.



550,000
people reached with
hygiene promotion
activities

NCA has designed its institutional WASH programme to be inclusive and requires WASH facilities to be 1) adapted to people living with disabilities and 2) Menstrual Hygiene Management (MHM) is integrated into WASH in Schools programmes. Inclusivity is measured by the percentage of institutional water supply and sanitation services adapted to people living with disabilities, the second mandatory indicator for countries who selected this outcome. In **Ethiopia**, NCA and its partners in Siraro district adapted one school's sanitation facilities and provided washing facilities in the toilets for better menstrual hygiene management (MHM).

OUTCOME 6: Women, men, girls and boys accessed sustainable, sound and a minimum of basic water supply services for domestic and productive purposes ***
Contributing countries: Afghanistan, DRC, Ethiopia, Haiti, Mali, Pakistan, Somalia, South Sudan, Sudan and Tanzania

Outcome 6 reinforces and ultimately ensures the sustainability of water services, including a sufficient quantity of drinking water every day. In relevant contexts, NCA requires disaster risk reduction mainstreaming to protect infrastructure and WASH services from natural disasters and the effects of climate change. For example, in the Indus Valley, **Pakistan**, 80% of all NCA-constructed water points are built on raised platforms to ensure that they can withstand recurrent flooding.

To achieve this outcome, NCA believes a combination of quantity of water per day, quality of water and distance or time to access and transport water must be taken into account. An example from **Sudan** illustrates achievement towards this outcome in 2016: In the village of Talia in Darfur, the population was using up to three hours per day to collect water. In 2016, NCA supported the construction and installation of a solar-powered mini-water yard which cut collection time to 20 minutes per day. This also reduces protection risks and increases the time for productive purposes. Additionally, the population now has a larger quantity of water of better quality.

Seven countries (Afghanistan, Burundi, DRC, Ethiopia, Mali, Sudan and Tanzania) are on-track or mostly on-track when measuring 2016 achievements in the number of women, men, girls and boys who have access to a minimum of basic water supply service level. All NCA WASH programmes must adhere to the national laws and guidelines in the country of operation. The total number of women, men, girls and boys who have access to a minimum basic water supply was 1,289,189 in 12 countries. For a more in-depth look at the results regarding this outcome, refer to the programme results case below. In South Sudan 107,103 people received clean water, reaching 71% of target. Under the contextual conditions of insecurity and lack of access due to armed conflict in intervention areas this is considered a significant achievement.

NCA's WASH programme focuses on sustainability, which is measured by the percentage of water supply schemes found sustainable at the final evaluation of a completed project. As this is the first year of this strategic period, only three country offices reported on this indicator. NCA anticipates that all countries will report on this indicator in coming years. There is a strong correlation between water supply schemes' sustainability and water supply schemes with a management structure in place, which are in essence local civil society organisations and the key to sustainability. Afghanistan, Ethiopia and the DRC indicated 100% of the water supply schemes were sustainable at the final project evaluation, and these same three countries report that 100% of the communities have a functioning committee to manage the water system.

510,000
people have access
to a toilet

RESULTS CASE 1:

Ending open defecation and building household toilets means fewer public health risks for underserved populations.

Community-led approaches that foster positive hygiene and sanitation behaviours lead to sustainable health and reduced incidence of water-related diseases, such as diarrhoea.

WHY: 2.4 billion people globally lack access to improved sanitation, and nearly a billion people practice open defecation (OD). Disparities between people with access to sanitation and those without are driven by socio-economic inequalities. NCA's WASH interventions focus on rural, poor populations with little access to sanitation. A clean environment is a pre-condition to health and development, and poor sanitation stunts growth and limits productivity. Unhygienic living conditions mean that people, particularly children, are at risk of contracting preventable, water-related diseases such as diarrhoea, which is the cause of death for over 500,000 children annually. In some settings, OD is an accepted practice, so merely building latrines will not solve the problem. NCA integrates awareness raising about proper hygiene practices, such as hand washing at critical moments, and the link between sanitation and health risks, to promote sustainable behaviour change.

WHAT: Mobilising women, men, girls and boys through Community-Led Total Sanitation (CLTS) and similar participatory approaches. Six countries with household sanitation programmes used CLTS. NCA provided technical assistance and financial support to local partners, who in turn, raise awareness through "triggering" which is a participatory process whereby people become aware of the transmission of faecal material to their food, agree collectively to end open defecation and develop an action plan to become Open Defecation Free (ODF). One fundamental rule of the CLTS is not to subsidise household toilet construction; householders must build latrines with their own means. CLTS has been very successful in fostering ownership and creating demand by raising awareness about open defecation. In fact, NCA replaced the "demonstration toilet" approach with CLTS in **Afghanistan**, which proved to increase demand for latrines at the household level. 43 communities (40,911 individuals) are now declared ODF. In **Ethiopia**, the CLTS approach was a method adapted to include a stronger

hygiene (H) component, focusing on washing hands with soap at critical moments. NCA and local partners facilitated 129 Ethiopian communities in Tigray and Amhara Regions areas to become ODF in 2016. In **Burundi**, NCA, tailored the CLTS approach to schools (SLTS), which resulted in 1,674 household toilets.

RESULTS: 507,552 women, men, girls and boys gained access to toilets in their homes in 2016 in eight countries where Norwegian Church Aid operates. Most of these people moved from practising OD to using toilets they constructed in their household. The remaining people benefitted from rehabilitating an existing household toilet, which had not previously guaranteed sanitary conditions. NCA's local partners measured the satisfaction of individuals who gained access to sanitation in Afghanistan, Pakistan, Ethiopia and the DRC. Between 75-87% women, men, girls and boys reported that they are satisfied with sanitation services, indicating an increased demand for household sanitation. As NCA focuses interventions on society's most vulnerable people, there are competing demands on limited financial resources for these populations, thus building a toilet is often under-prioritised. The high percentage of people expressing satisfaction means that NCA's intervention was able to bring the under-prioritised issue of household toilets to the top of the agenda for many families. Moreover, these families better understand the link between a clean environment and the benefits of sanitation, such as health. In **Afghanistan**, for example, local partners in the Ashtarly, Kejran and Trinkoot districts, reported a 72% decline in diarrhoea episodes of children under five years.



PHOTO: Jim Holmes/
Norwegian Church Aid, Afghanistan

RESULTS CASE 2:

Community mobilisation promotes ownership of water supply services

Training community based organisations, in the form of local WASH committees, results in community ownership and sustainable access to water.

WHY: Water access is a human right, and people need water for many purposes, ranging from drinking to agriculture, all of which put pressure on limited water resources. Today, 663 million people live without clean water. Climate change and conflict only exacerbate stresses on water resources and in many areas where NCA operates, such as Somalia, there is increased water demand while simultaneously shrinking water supply. In other contexts, such as the DRC, there is abundant water, but little-to-no infrastructure with which to deliver it. Consequently, people have no choice but to use unsafe water. Women and girls, who are most often responsible for water collection, have to walk long distances and wait for water, which can put their personal safety at risk and prohibits them from using their time for other productive purposes, such as school or commerce. Many governments have policies for water in place, yet local level authorities are often unaware or lack the resources to implement them. This systematically excludes poor and marginalised populations.

WHAT: The ever-shifting balance between water demand and supply has challenged NCA to meet the growing needs of communities. NCA and its local partners facilitate sustainable access to and management of water in many different ways, but the link between the various paths to sustainability is fostering local ownership through community mobilisation. When an intervention begins in a new community, NCA's local partners, who are rooted civil society actors viewed by the community with legitimacy, mobilise community members and facilitate a participatory dialogue, so they identify needs regarding water supply. CA and its partners provide technical support and work together with the community to devise appropriate and locally driven solutions, so everyone's water needs will be met. Typically, a community-elected committee is trained by NCA's partners to manage the water supply. One indicator of ownership is a community mobilising funds to support the operation of its water system. Helping the communities introduce user fees and contributing to the capital cost

of water infrastructure are key steps towards ownership and sustainability. Sometimes, however, such tariff systems represent a cultural shift. In northern **Mali**, NCA's local partners helped to form and train 20 WASH committees, all of which established a recovery fund for the functioning and maintenance of the water infrastructure. A recovery fund, whereby individuals pay a small amount for water, indicates that community members feel a sense of ownership and are committed to the durable functioning of the water supply system. In the East Hararghe Zone in **Ethiopia**, 230 households in one community collected USD 3,300 to purchase pipes to extend an existing gravity water system. Communities also show ownership by contributing their time and labour to build the water system. In **DRC**, the Healthy Village and Schools Programme, officially adopted by the Congolese government, includes an active community decision-making and participation component. In 2016, 41 villages in North and South Kivu were certified as "healthy." Women and men were mobilised to dig trenches to lay pipes for the water systems. Local partners noted that women's participation was a major driving force of the programme's success.

RESULTS: 1,289,189 women, men, girls and boys gained access to 1,567 new water points, including water for drinking and productive purposes in twelve countries where Norwegian Church Aid operates. The water sources in communities where NCA and local partners implements its WASH programme are managed by a total of 527 trained committees. The functioning of the community committee is as equally important as the water infrastructure itself. One notable success comes from **Somalia**, where the WASH programme is experimenting with an innovative form of water management, in the form of a public-private partnership (PPP). NCA and local partners are building the capacities and providing technical oversight to small enterprises manage the delivery of water, which women and men pay for, based on a sliding scale.

PROGRAMME DEVIATIONS AND RISKS

When assessing the overall performance of the WASH programmes in 12 countries, NCA can report that four countries (Afghanistan, DRC, Ethiopia and Pakistan) are on-track in 2016. The remaining countries report deviations, and NCA is making adjustments, so these moderately and weak performing WASH programmes are back on-track in 2017.

There were three primary reasons for variations in the WASH programme in 2016. The first is a result of under-reporting from several country offices. Due to the cyclical nature of the WASH programme, most, if not all of the mandatory outcome indicators, should be collected on an annual basis. 2016, as the first year of the strategic period, provided NCA with an opportunity to identify the gaps regarding WASH reporting requirements. While under-reporting can be expected from a country like Mali, who is new to implementing a WASH programme, it's important to reinforce their capacities early in the strategic period. The country offices who under-reported most significantly in 2016 will be brought into line in 2017 through continued support from thematic advisors, for example, by undertaking a joint review of the WASH strategy with head office advisors and country-level programme staff, in conjunction with field visits where project management practices will be analysed in detail.

Related to the under-reporting issue are planning and annual target setting. Some offices did not set realistic annual targets, resulting in under- or over-performance. In some countries, the situation is volatile (South Sudan and Somalia), and planning is challenging. In other countries (Mali, Haiti and Burundi), annual targets were unbalanced with the human and financial resources allocated to achieve them. NCA will pay closer attention to targets and the corresponding resource allocation in 2017 and beyond.

There were a couple of programmatic weaknesses, which NCA will also work to correct in 2017. For example, WASH outcome 1 focuses on community participation and is linked to outcome 6, which focuses on sustainable water supply. While NCA can measure the breadth of community involvement, there are weaknesses regarding measuring the quality of participation and functioning of WASH committees, which is essential to sustainability. Having identified this gap through this reporting process, NCA will address this in 2017 by continuing to increase the capacities of programme staff and partners. NCA also needs to reinforce capacities in

some countries with regards to outcome 5, which focuses on institutional WASH. There needs to be stronger attention to providing a "package" of WASH services, as opposed to just water and sanitation services without hygiene promotion. Moreover, NCA recognises that there needs to be more attention to ensuring that water and sanitation infrastructure is systematically adapted to people living with disabilities.

External factors, such as the persisting conflict in South Sudan, severely hampered implementing NCA's long-term development WASH programme, particularly the hygiene components. Rapidly increasing insecurity in South Sudan in 2016 severely restricted movement, thus affecting the WASH programme performance. Factors related to programme management, such as in Haiti, which has experienced WASH management staff turnover and a major organisational upheaval, with the merger with two sister ACT Agencies, will also be addressed in 2017.



NCA-constructed water point built on a raised platform to ensure that they can withstand recurrent flooding. Pakistan (see Outcome 6). **PHOTO:** Manfred Arlt/Norwegian Church Aid

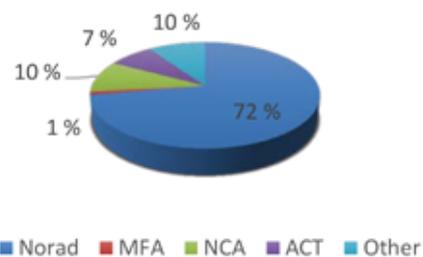
2.6 RESOURCE GOVERNANCE

Despite a number of developing countries being rich in natural resources; people still live in poverty because governments do not secure revenue and fail to distribute the resources in a way that eradicates poverty and redresses inequality. The Resource Governance (RG) programme's goal is for *women and men to benefit from public resources* through accountable governance for equitable distribution of wealth and sustainable development. Main intervention strategies are community mobilisation and advocacy towards legal and corporate duty-bearers, in order to hold them accountable for public resource governance.

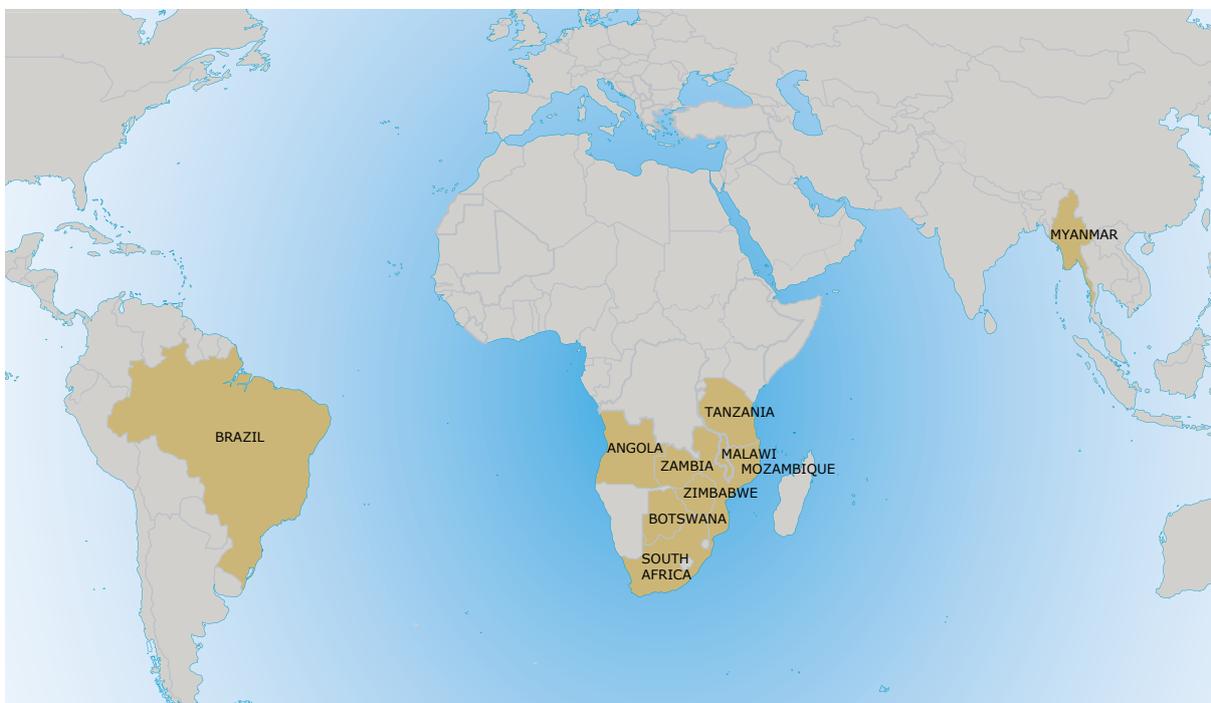
The programme is a continuation of the previous strategic period's Resources and Finance Programme and hence results from 2016 build on years of strategic capacity building and positioning of civil society platforms initiated and strengthened by NCA and partners. The main change from the previous period is a more targeted focus on natural resource governance, budget monitoring and capital flight.

1,000
people worked to hold authorities accountable

Resource Governance donor percentage:



Resource Governance implementing countries:



In 2016 there were 7 Resource Governance implementing country offices with interventions in 10 countries; Angola, Botswana, Brazil, Malawi, Mozambique, Myanmar, South Africa, Tanzania, Zambia and Zimbabwe.

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

PROGRESS IN 2016

OUTCOME 1: Women and men influenced public plans and budgets to have a greater pro-poor focus **
Contributing countries: Angola, Tanzania and Zambia

Facilitating participation of rights-holders in governance processes and evidence based advocacy towards legal duty-bearers are the main strategies under outcome 1. The outcome is inextricably linked to outcome 2, as budget monitoring to ensure public plans are being followed, will disclose structural weaknesses in plans, budgets and policies, which again inform the advocacy agenda towards more equitable distribution of resources and development for people living in poverty. In 2016 NCA's partners in Angola, Tanzania and Zambia contributed towards achieving these two outcomes, which are conditional mandatory and build on previous years' experience.

All the three countries working on outcome 1 are on-track and have delivered as expected or even beyond 2016 targets, with examples of plans and budgets being influenced at village, municipal and national levels. According to **Tanzanian** law, each village is obliged to meet four times a year to plan the village's development and to report on revenues and expenditures. Participation of men and women is a prerequisite for influencing local plans and budgets and in Siha Village in Moshi District, participation of rights-holders in village assembly meetings increased drastically during 2016, from 150 to 800 men and women in attendance. Participatory planning processes introduced by NCA, such as "Opportunities and obstacles to development" (O&OD), contributed to this increase. In **Angola** participatory poverty assessments were followed by targeted advocacy towards decision makers and resulted in 15 municipal budget plans being influenced by NCA's partners, exceeding the target of 13. The results of years of hard work by monitoring groups in Cangundo Village were also finally realised in 2016. This process started more than four years earlier, when the local community expressed the need for a school and the monitoring groups were able to influence the municipal budget accordingly. The construction started in 2012 and due to the monitoring groups close follow-up of the construction steps, pushing the authorities to continue building even when the work halted, the school was finally opened in 2016. In **Zambia** NCA partners mobilised communities to influence the development and implementation of national plans for poverty reduction. They made 12 submissions to the Ministry of Finance with suggestions for poverty reducing measures in the 2017 budget, six of which were adopted. The national budget had a notable increase on public expenditure allocations on health, education and social protection, which NCA's partners had advocated for. Additionally, five key tax measures were incorporated as a result of evidence from the Budget Tracking and Service Delivery Monitoring under outcome 2.

OUTCOME 2: Women and men contributed to public budgets being implemented according to plan **
Contributing countries: Angola, Tanzania and Zambia

Poverty reducing measures in plans and budgets are worthless if they are not implemented and lead to actual change for women and men, boys and girls living in poverty. Tools used to achieve this outcome include social monitoring and public expenditure tracking system (PETS), which give rights-holders evidence and confidence to hold duty-bearers accountable to deliver public services and infrastructure as planned.

All three countries working towards this outcome are on-track and in 2016 a total of 995 women and men worked towards ensuring public budgets and expenditure met the needs and rights of the poor. In some cases, achieved results were beyond targets set for 2016. For example, in **Tanzania** more PETS village committees were established at village, ward and district levels than planned. 350 PETS members were trained and 650 new and former PETS members monitored 112 public projects, well above the 2016 target of 30. Tracked projects include village revenues and expenditures, infrastructure, school projects, health centres, water and natural resources management, and cash grants distributed through the Tanzania Social Action Fund (TASAF) for poor families. The PETS committees discovered several incidents which they handled using different approaches. For example, in Mpinga Village in Bahi District, the PETS committee discovered theft of 51 planks, which were meant for school desks. They reported the matter to

the police and the village chairperson was prosecuted and sentenced to one year imprisonment. Also in Bahi District, the newly established PETS committee in Makanda followed-up on 120 acres of public land valued TSH 72 million (USD 31,840) which was sold to an investor without the villagers' approval. The PETS committee mobilised the villagers who summoned for a village assembly meeting where the community unanimously demanded that the land be returned to the village. Due to the PETS committee's engagement, their demands were met and the the land was transferred back to the community.

OUTCOME 3: Women and men influenced policies and legal frameworks governing extractive industries ***
Contributing countries: Brazil, Malawi, Southern Africa (Botswana, Mozambique, South Africa and Zimbabwe), Tanzania and Zambia

The mining laws in the countries where NCA works range from quite progressive in South Africa and Mozambique to outdated in Zimbabwe and Malawi. Hence, policy advocacy interventions to ensure that mining contributes to nationwide development and secures the rights of mining affected communities are heavily contextualised, and range from focus on implementation of existing laws to full revision of old and harmful policy. Capacity development of rights-holders and faith leaders, networking with relevant civil society actors, research, and creating multi-stakeholder platforms for dialogue are key methods contributing to outcome 3 and all implementing countries are on-track. The multi-stakeholder platform, Alternative Mining Indaba (AMI), is a central tool in the Resource Governance programme contributing to several programme outcomes, including outcome 3.



Alternative Mining Indaba, a conference for fair distribution of resources from the African mining industry. The mining industry in Africa has the potential to contribute to development, but unfortunately large companies are eliminating most of the profits. Local communities are left with miserable working conditions and environmental problems. The march went through the streets of Cape Town and eventually met both mining companies and authorities who received the message that they must take responsibility for the mining industry contributing to social justice and development.

PHOTO: Kjetil Abildsnes/Norwegian Church Aid

NCA and partners initiated AMI in 2010 as a rights-holders' response to the annual "Investing in African Mining Indaba" held in Cape Town. This is the world's largest mining investment conference gathering mining companies, investors and government officials from all over the world. Over the years, AMI has grown to be an influential civil society platform, engaging affected communities, faith actors and legal and corporate duty-bearers at national, provincial and district levels in, per 2016, ten countries. In 2016, for the first time, all the NCA Recourse Governance programme countries in Africa arranged national AMIs (NAMIs), with **Angola** holding its first in November. In the **Malawi** NAMI both investors and government were represented amongst the 340 participants, including the principle secretary for mining and heads

of departments from the departments of environmental affairs, finance, justice and mining. The duty-bearers' interaction with affected communities and faith actors, and NCA's partners' 24 lobby meetings with the parliamentary committee on natural resources, energy and mining, contributed to the inclusion of issues related to communities' safety and participation in the revision process of the outdated *Mines and Minerals Bill*. Community Development Agreements (CDA) have been suggested as a legally binding part of the draft bill, which will be discussed in the parliament in 2017. If inclusion of CDAs passes parliament, NCA's partners have contributed to secure a risk reducing measure for mining affected communities. In **Zimbabwe**, the government initiated a national consultation process on the proposed minerals policy review, representing a rare opportunity for civil society in the Zimbabwean context. Communities attended the government led consultation meetings in large numbers and were well prepared for the dialogue after participating in capacity development activities organised by NCA's partners. The government's report from the consultations acknowledges the active engagement by communities and their understanding of mining issues. The process to finalise the policy has been stalled as the government tries to incorporate community input. According to NCA's partner, Zimbabwe Environmental Law Association; *...the Ministry of Mines and Minerals in Zimbabwe is now hamstrung on whether to continue with the current amendment, which is likely to face huge public disapproval if it doesn't go under massive changes to include citizen concerns, or if they should proceed with coming up with a completely new Mines and Minerals Act.*

Also in **Brazil**, NCA has initiated and supported a civil society platform concerning extractive industries called the *National Committee in Defence of Territories Against Mining*. It has become the main national civil society reference when it comes to mining and in 2016 it focused on transforming the debate climate from confrontational to solution oriented by engaging in dialogues on the 'new Brazilian mining model' with emphasis on 'what kind of mining that we want'.

ADVOCACY

The Resource Governance programme's focus goes beyond local and national levels, as issues like corporate social responsibility, tax evasion and illicit financial flows require international solutions. This requires the programme facilitating regional cooperation amongst NCA offices and partners, as well as cooperating with NCA's policy department, international networks, ACT Alliance and other stakeholders. The NCA Southern Africa office has a special mandate to follow up regional processes and in 2016 it, together with AMI partners, facilitated a breakthrough engagement with the African Union (AU). During the international AMI in Cape Town, civil society was invited to participate in an AU and United Nations Economic Commission for Africa (UNECA) led process to develop the Africa Mineral Governance Framework (AMGF), a framework to guide African states on how mining can be used to drive continental development. The AMGF is an instrument under the Africa Mining Vision (AMV), which African Heads of States adopted in 2009, making it an important tool for civil society to use when advocating for just extraction of mineral resources, also at national level. The NCA Southern Africa office was able to quickly organise a training on the AMV ensuring partners' input into the AU discussions in Ethiopia just weeks after the invitation were effective. The training significantly improved the quality of input from NCA's partners; with AU officials formally confirming that 90% of it was included in the draft AMGF. This demonstrates how NCA and AMI partners can make a footprint in a critical policy document for the continent and the importance of NCA providing policy advocacy resources to ensure civil society partners are able to participate in a meaningful way at high level policy discussions.

OUTCOME 4: Duty-bearers have been held accountable to communities' rights in extractive industry areas ★

Contributing countries: Angola, Brazil, Malawi, Myanmar, Southern Africa (Botswana, Mozambique, South Africa and Zimbabwe), Tanzania and Zambia

Mining can be a driver of development, but forced relocation, health risks and lack of livelihood and compensation are some of the negative consequences of mining experienced by women and men, girls and boys in extractive industry areas. Outcome 4 focuses on securing community rights through implementation of existing policies and legal frameworks, and faith institutions play an important role in creating safe space for dialogue between rights-holders, mining companies and legal duty-bearers. Progress towards outcome 4 is mostly on-track and community members have been capacitated and accompanied by faith leaders and resource organisations to claim their rights towards duty-bearers in all implementing countries.

In **South Africa**, NCA's partner BenchMarks Foundation (BMF) finally reaped results after years of targeted engagement on behalf of the relocated Magobading community in Limpopo Province. In 2016 BMF facilitated and mediated talks on the relocation case between the community and the mining company Anglo American. Anglo American eventually conceded and agreed to set up a R10 million (USD 776,000) community trust fund to redress some of the losses the communities have incurred since they were relocated, such as loss of grazing land and damage to houses, ancestral graves and public amenities. In **Mozambique** NCA's partner Christian Council in Mozambique (CCM) shifted its focus towards providing legal assistance to mining affected communities. CCM arranged a provincial AMI in Tete Province, ensuring the Human Rights Commissioner was invited. This resulted in the Human Rights Commission taking up cases of human rights violations on communities in Tete. Later CCM's General Secretary and the Human Rights Commissioner held a series of meetings on further violations cases from Ntchenga and Namanhumbir, which CCM had submitted to the commission earlier. As legal processes tend to be lengthy, this work will continue in 2017. CCM also plans to collaborate with the Human Rights Commission and the Mozambique Lawyers Association to establish mobile legal clinics to support communities in cases of human rights violations.

OUTCOME 5: Duty-bearers demonstrated increased transparent management of public resources ***
Contributing countries: Angola, Malawi, Myanmar, Southern Africa (Botswana, Mozambique, South Africa and Zimbabwe)

To be able to hold duty-bearers to account, it is a prerequisite that rights-holders have access to information in an understandable language and format. In 2016 work towards this outcome is mostly on-track, but in Malawi no activities were implemented due to lack of funding.

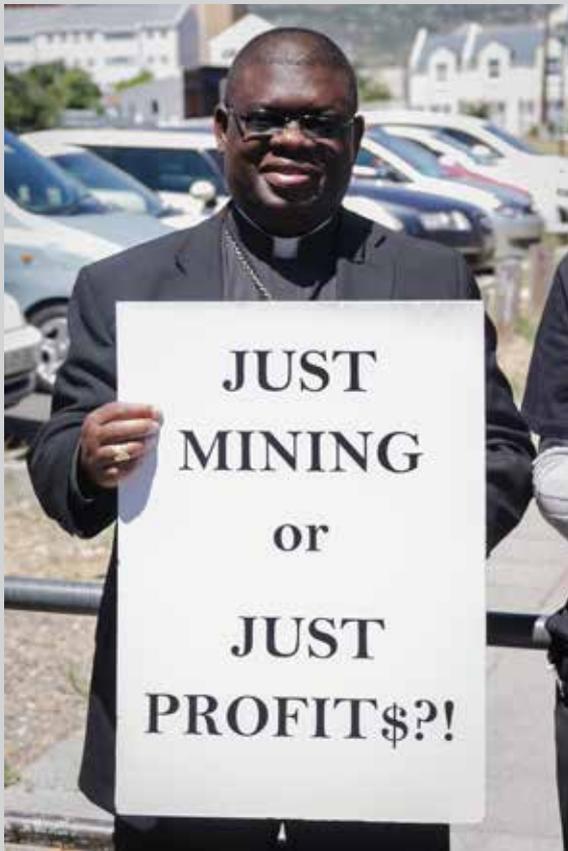
Partners in **Angola** held 43 lobby meetings with authorities to discuss strategies to increase citizen access to public governance documents, exceeding the target of six. This was made possible due to NCA's partner Action for Rural Development and Environment (ADRA)'s access to high-level government decision makers such as the ministries of education, justice and social reintegration; representatives of National Assembly commissions; and political parties. ADRA conducted research about public governance transparency and the findings were presented in the parliament prior to the budget approval. Together with other NCA partners, ADRA also published and disseminated 23 citizen's versions of public governance documents, leading to increased public access to information in Angola. In **Zimbabwe**, NCA's partner Coalition on Debt and Development (ZIMCODD) translated a community guide called *Participation in Natural Resources Governance* to two main local languages. ZIMCODD also expanded and upgraded its information centre, which is well equipped with accessible information on socio-justice issues. In 2016, almost 400 people used the centre. These were mainly high school and tertiary students, members of parliament (MPs) and community monitors. MPs use the resource centre for research during parliamentary debates and community monitors for capacity building activities in their communities. In **Myanmar**, which submitted its first Extractive Industries Transparency Initiative (EITI) report in 2016, NCA's partner Spectrum participated in the EITI multi-stakeholder group and sub-committee meetings. This provided them with an entry point for further engagement with the government and the industry regarding extractives and environmental issues. Spectrum also used the opportunity to advocate for better management of natural resources when the Ministry of Energy, the Ministry of Mines and the Ministry of Environmental Conservation and Forestry asked for numerous copies of Spectrum's cartoon books, where simple illustrations are used to explain the EITI standards. In 2016 Spectrum arranged the second Sovereign Wealth Fund Conference, which has become an arena for capacity building of legal duty-bearers and an entry point for advocacy on natural resource governance. At the second conference 18 state and regional ministers were amongst the 230 participants and benefit sharing and social protection were amongst the issues discussed.

RESULTS CASE:

Faith leaders advocate for mining affected communities' rights

WHY: Local communities are often victims of negative effects of mining, and do not benefit from mineral extraction. Faith institutions have the advantage of being some of the most trusted institutions in Southern Africa with authority and outreach at local as well as national level. Faith leaders are well placed to support affected communities and at the same time address the rights-holders' needs and views to legal and corporate duty-bearers.

WHAT: As part of the Resource Governance programme faith leaders in a number of NCA programme countries have been capacitated and mobilised to engage in issues related to extraction of minerals and natural resource management. In 2016 there are several examples of how faith leaders have accompanied mining affected communities in their struggle for justice by using their legitimacy to create safe spaces for engaging mining companies and legal duty-bearers to deliver on human rights.



Bishop Charles Kasonde from North Western Zambia.
PHOTO: Bellah Zulu/Norwegian Church Aid, Zambia

In October 2016, the Government of **Botswana** announced the abrupt closure of its largest copper and nickel producer, BCL mine in Selebi-Pikwe. The mine had been in operation since 1972 and employed 4,850 people. According to the Botswana mining law the government is expected to consult the workers and counsel them through a step-by-step process towards final closure of a mine. However, in this case the government made a sudden public announcement at a local stadium and several employees were sent home the same day, before the end of their shift. NCA's partner, Botswana Council of Churches (BCC), was the first organisation to respond to the mining community's crisis. In the days after the announcement, BCC formed and led a task force providing psychosocial support and counselling for the affected employees and their families. BCC also brokered a dialogue between the community, the local mining union, church leadership and the local government authorities, including the mayor of Selebi-Pikwe, to seek common solutions. In order to assess the immediate and long-term effects of the mine closure, and to recommend measures to mitigate these, BCC also documented stories of the affected and researched the socio-economic impacts of the closure. They also assessed policies against practice and their review, *The Application of Mine Closure in Botswana*, concluded that the closure of the BCL mine violated all but one of the World Bank's standards for mine closures, as described in the *Environmental and Safety Guideline for Mining*. BCC was able to take this leading role as they, supported by NCA, have built their competency and positioned themselves over years as the main civil society reference point for extractive industries and resource governance issues in Botswana. NCA introduced BCC to the Alternative Mining Indaba (AMI) model in 2012 and have since arranged this event gathering affected communities, faith groups, civil society and government officials on an annual basis.

Closing a mine is a sensitive and at times dangerous process, as the mining site has to be secured properly to avoid damage to people and the environment. In general, shutting down a mine sustainably takes between two and ten years, but in Mwawulambo in Karonga district, **Malawi**, the Norwegian owned mining company, Eland Coal, shut down their mine in 2015 leaving behind piles of

coal and open pits filled with contaminated water. According to the Malawian *Mines and Minerals Bill* the company is obliged to rehabilitate the area when terminating an intervention; an obligation the company has not yet fulfilled. In 2016, NCA's partner in Karonga; Church and Society of Livingstonia Synod, mobilised community members in Mwaulambo and organised a demonstration to put pressure on the government to take action in assisting community members in accessing justice. The community demanded that the government hold Eland Mine accountable to their responsibilities to refill the deadly trenches it left in the community. Government officials were pressured to come and assess the damage done and have since responded to the community demands. Since Eland coalmine has Norwegian investors, NCA head office also tried to access the Norwegian owners, but so far there has been no response.

Faith leaders also took action in **Tanzania** to claim the rights of mining affected communities. In Mkomang'ombe Village in Ludewa District, community members were not permitted to farm on their land, but did not get any compensation from the Chinese coal company which had claimed the area for mining operations. In 2009, NCA's partner Tanzania Episcopal Conference (TEC) formed

a district interfaith committee (DIC) in Ludewa, consisting of six faith leaders from different faiths. With NCA support, TEC has strengthened the faith leaders' capacity on issues of natural resource governance, human rights and budget monitoring. In 2016 they arranged a series of meetings between the affected community members and the village leaders and district council, to peacefully claim the villagers' rights to compensation. As a result, the District Commissioner agreed to work on the complaints raised by Mkomang'ombe's residents. When the Prime Minister Hon. Majaliwa Kassimu Majaliwa visited Ludewa District, one of the issues he raised was the grievances from the Mkomang'ombe community. The Prime Minister also ordered the valuation to be revisited and just compensation to be paid to the villagers as early as possible. If it had not been for the faith leaders' engagement and pressure on the district council, the Prime Minister would not have heard about the community's claims.

RESULTS: Faith leaders have supported affected mining communities and created safe spaces for dialogue between rights-holders and duty-bearers. The faith leaders have added authority to the mining affected communities' claims towards legal duty-bearers and mining companies.



Priest Aidan G. Msafiri from Tanzania reads the message that the mining industry must take responsibility for the mining industry contributing to social justice and development. Bishop Jo Seoka from South Africa gave the declaration.

PHOTO: Kjetil Abildsnes/Norwegian Church Aid

PROGRAMME DEVIATIONS AND RISKS

The majority of the implementing countries reached most of their targets for 2016, which is expected since the Resource Governance programme is more or less a continuation of the Resources and Finance programme, with the same partners, NCA staff and intervention strategies as previous years. **Malawi** and **Myanmar** were the programme countries experiencing most deviations compared to plan. The Resource Governance programme in **Malawi** struggled to secure enough funds to carry out all planned activities in 2016 and the situation continues into 2017 as the role and situation of the only donor; the Tilitonse fund⁴⁶ is not yet clarified. Programme delays due to late disbursement to partners have also been a factor. The development of a joint country programme between NCA and DCA in **Myanmar** required plenty of resources in 2016 and led to comprehensive changes for NCA's interventions. NCA's Resource Governance programme, which was in its last year of the three year Oil for Development grant, had experienced a series of difficulties over the years, ranging from staff turnover and breaks to challenging partner cooperation. An external end-of-project evaluation was conducted at the end of 2016 and finalised in early 2017. The evaluation findings and recommendations, combined with limited funding, lack of relevant staff competency and the merge with DCA will most probably lead to extensive changes of the Resource Governance programme in Myanmar in 2017.

In **Angola**, partners created 88 advocacy events for human rights, falling short of the 330 planned. This was because the human rights research was carried out later than expected not leaving enough time to present the findings to duty-bearers in 2016. This will be followed up upon in 2017. Political processes and development always have a significant impact on a governance programmes, and in 2016 the **Zambia** general election resulted in less research studies than planned being conducted. In **Angola** the country's economic crisis resulted in state run projects either being interrupted or not implemented, which resulted in fewer public projects available for monitoring by the social monitoring groups under outcome 2.

⁴⁶ Funded by DFID, Irish Aid and the Royal Norwegian Embassy in Malawi.

Vocational training, MECC/DSPR, Gaza, Palestine.
PHOTO: Kirsti Næss/Norwegian Church Aid



2.7 LEARNING AND CAPACITY DEVELOPMENT WITHIN NCA'S GLOBAL PROGRAMMES

Linking partners across borders for learning is a key component of NCA's global thematic programmes, and is coordinated under the auspices of communities of practice (COP). COP membership is drawn from relevant NCA country office (CO) staff from across the globe and learning is largely facilitated by NCA head office (HO) thematic advisors. As the COPs strengthen, an increasing number of activities are also being coordinated directly between country programmes themselves. Key entry point for learning through COPs are technical trainings for NCA's CO staff and in some cases partners, cross-visits between COs, on-line discussions/consultations, ongoing mentoring of COP members by HO staff, quality assurance processes, and joint monitoring visits. In 2017, NCA will develop its online learning tools to better facilitate learning within the COPs.

In order to increase employees' competency and to stimulate cross-country collaboration and learning, NCA organised three formal training events in 2016 as part of the global programme's COPs. The Economic Empowerment (EE) programme gathered staff from eight countries in Oslo for an externally facilitated value-chain development training. The event also facilitated the sharing of results, methodologies and experiences from the **Tanzanian** EE pilot project, and several countries showed an interest in learning more about, and potentially adapting, concepts from the pilot to their own



Swaiba Kaiwanga, Veggie Project in Liasa, Tanzania
PHOTO: Alpha Kapola/Norwegian Church Aid, Tanzania

context (especially "Veggie" and "SHE" pilots). A follow-up field trip to Tanzania is scheduled for May 2017 with attendance from Afghanistan, Somalia, Burundi and Zambia.

The WASH Telethon Campaign Programme organised a meeting in Ethiopia for programme managers and WASH focal points in the 10 countries implementing programme. The objectives were to share experiences, exchange ideas around programme management tools, and to reflect on the programme's performance. Many of the participants stayed on for a Humanitarian WASH training focusing on the Core Humanitarian Standards (CHS). A joint GBV and Reproductive Health (RH) COP meeting was held in Nairobi to explore the linkages between the two programmes and to develop the capacity of NCA programme staff from 11 African COs to implement the programmes. New issues and methodologies were introduced to participants, including standards and guidelines for GBV response, case management, Minimum Initial Service Package (MISP), Mental Health and Psychosocial Support (MHPSS), contraceptives, SRHR and faith actors, and the MamaNatalie birthing simulator²⁴, which was particularly well received by participants. These methodologies will be introduced to participants' national GBV and RH programmes with support from NCA HO advisors and resource partners. Numerous possibilities for learning exchanges between NCA's national RH programmes were also identified during the training. For example, several national programmes, including **Mali**, **Ethiopia** and **South Sudan**, expressed an interest in using NCA's partner, Haydom Lutheran Hospital in **Tanzania**, as resource hub for training health personnel in using MamaNatalie and NeoNatalie to better performance in delivering mother and child health services.

Several exchange visits between COP members also took place in 2016. Experience shows that being able to see and experience projects that have the potential for replication in other contexts is an effective way to transfer knowledge. Three NCA partners from **Angola's** Climate Resilience (CR) programme, Lutheran World Federation (LWF), Acção para o Desenvolvimento Rural e Ambiente (ADRA) and Evangelical Congregational Church in Angola (IECA), travelled to **Brazil** to learn about rainwater harvesting and climate resilience

24 <http://www.laerdal.com/us/products/simulation-training/obstetrics-pediatrics/mamanatalie/>

methodology from Diakonia Brazil; a long-term NCA CR programme partner. NCA HO advisors facilitated the visit. NCA also purchased the equipment needed for the Angolan partners' to replicate the interventions upon return, and contracted Diakonia Brazil to accompany the Angolan partners through setting up the new project. However, the benefits of the trip went beyond the technical for the Angolan partners, they were also able to see the role of an active civil society in Brazil; the vital role of women's participation, as it is rather weak in Angola; and the importance of mobilising community figures to serve as "ambassadors" when implementing projects.

There were also exchange visits in the WASH COP in 2016. The WASH coordinator from **Mali** visited WASH projects in the **DRC**, and DRC WASH staff, who have extensive experience in delivering humanitarian and long-term WASH services, facilitating a WASH kit training in Burundi for Burundian staff and partners. The joint NCA/Save the Children (SC) FGM programmes in **Somalia** and **Ethiopia** also provided a number of joint learning events for staff and partners. These include a number of trainings conducted by the Population Council, as part of an MOU it has with Norad. The training equipped NCA, SC and partners with improved M&E tools, but expectations related to learning from research-based knowledge on good indicators to measure change in female genital mutilation (FGM) prevalence were not fully met.

Capacity development has also taken place between thematic programmes in specific country offices as programme staff increasingly draw on the competencies of colleagues working on other thematic programmes. In **Pakistan** for example, staff with gender expertise contributed to capacity building of their WASH colleagues and partners, which resulted in stronger integration of a gender perspective in the project cycle, including gender assessments at the planning phase. NCA will maintain focus on engaging internal competencies for capacity development of staff and partners. Other activities within the COPs, which are not necessarily categorised as capacity development, have also contributed to learning throughout the year. An example is from the Resource Governance Programme where COP members from **Southern Africa** started work on a RG advocacy strategy for their region during the 2016 Alternative Mining Indaba (AMI). As part of this process, which will be completed in 2017, the NCA Southern Africa office arranged a series of meetings and workshops for relevant country offices, head office advisors and resource partners. This has strengthened communication and coordination between relevant

CO staff, in addition to involving several departments at NCA's HO. For example, the Southern Africa office and partners had planned to commission two research studies covering only the four countries in the Southern Africa office's portfolio, but the regional advocacy strategy process resulted in inclusion of the other African Resource Governance countries in Southern Africa as well. These will be used in national and regional advocacy in 2017 and 2018.

NCA's global programme COPs also invest resources in reflecting on practice and methodologies throughout the year for the purpose of continual learning and improvement. Some key lessons from the Peacebuilding programme include the importance of having continuity of sufficient and technically competent staff at the head office, country offices and with partners. Experience shows that this can be correlated with improved results in country programmes. NCA's COs and partners in **Afghanistan** and **Pakistan** are good examples of this link. These offices have received close and consistent follow up on peacebuilding for several years and this has both strengthened the capacity of COs and partners, and resulted in stronger programme results. A further reflection is drawn from a learning exercise carried out at the start of 2016 with selected COs and focusing on experiences using Reflecting on Peace Practices (RPP) methodology in the previous strategy period. This showed that staff and partners perceived RPP as a useful tool for analysis and planning; it has inspired NCA and partners to move beyond community mobilisation and towards advocacy; and it has led to more strategic programming. It also highlighted areas that need more attention, such as the need to work more with partners and the community level; to develop a simple conflict analysis tools for use at the grass roots; and to work more on monitoring. NCA has started to address these issues in 2016, and will continue to do so in 2017. A final lesson drawn from several countries implementing the peacebuilding programme, particularly **Afghanistan** and **Mali**, relates to cultural barriers to women's participation, and how these can be overcome. Dialogue sessions with religious leaders, community elders and male members of households is key to increasing women's participation in peacebuilding processes, as these actors have a strong influence and/or are the main decision makers. Working with these actors is necessary for NCA's programmes aiming to change community perceptions about women's role in peacebuilding and should be carried out in parallel with supporting women to be part of peacebuilding structures and to solve conflicts.

2.8 STRENGTHENING RESULTS THROUGH INTER-PROGRAMME SYNERGIES

NCA's *Programme Plan 2016-2020*, has been developed in a way to create and strengthen synergies between NCA's global programmes in order to increase impact and contribute to more cost-efficient programming. These synergies have already been capitalised on in the first year of the country strategies.

NCA's programme in **Tanzania**, presents a good case of inter-programme synergies between the Economic Empowerment (EE) and Resource Governance (RG) programmes. Saving and lending groups (VICOBA) under the EE programme are trained in basic financial management, which includes understanding planning and budgeting. This makes VICOBA group members attractive candidates to take part in governance processes such as "Opportunities and Obstacles to Development" (O&OD) and Public Expenditure Tracking (PETS), which are tools used by the RG programme to influence and hold duty bearers accountable towards plans and budgets. Because of this, a number of VICOBA groups have been further developed into PETS groups.

There was also collaboration between the Regional Peace programme (RPP) in **Eastern Africa** and regional Resource Governance programme in **Southern Africa** in 2016. The RPP programme supported seven partners to take part in the international AMI in Cape Town, along with the regional RG advocacy strategy planning process which took place just after AMI. Both of these events are of relevance to the RPP as one of its outcomes focuses on addressing drivers of conflict, including those related to mineral extraction. The regional East African partners included under the RPP were also included in the high level meetings in Addis Ababa and Accra with the African Union regarding the African Mining Vision. RPP partners used this opportunity to spotlight the nexus between resources and conflict and the need to incorporate this in discussions on mining in Africa.

A natural link with the WASH programme is the Climate Resilience (CR), because, among other reasons, both programmes address natural resources management. In **Ethiopia**, NCA selects intervention areas based on there being at least one of the other two global programmes being in place. For example, intervention areas for WASH

activities were selected based on both the needs of the population and the existence of Climate Resilience programme activities in the area. Local partners achieved CR results focusing on natural resources management, which also contributed to WASH results. Community members and local authorities mapped and planned 18,000 hectares of land, agreed upon minimum standards to prevent the risk of disasters to seven irrigation schemes, and constructed five water supply schemes and 15 watershed protection structures. Duty bearers recognised these achievements as exemplary. The integration of land and water resources management, which contribute to CR outcomes, and drinking water supply, which contribute to WASH outcomes, resulted in an efficient project with reduced monitoring costs and asset sharing, more reliable water resources for water supply and eventually use of water supply schemes for productive use. Another programme closely linked to CR is Economic Empowerment (EE), especially where food security meets valuation of produce and market access, which can result in increased income and resilience for vulnerable populations. In **Burundi**, a country highly dependent on agriculture and vulnerable to climate change, NCA has created a strong synergy between these programmes. EE programme participants sell agricultural inputs, such as fertilisers and climate resistant seeds, to farmers participating in the CR programme. After their harvest, the farmers sell their produce back to entrepreneurs. In 2017, the entrepreneurs and farmers plan to create a formal partnership.

A significant activity for the Peacebuilding programme in 2016 was the development of a regional advocacy strategy for the UNSCR 1325 agenda, which was adopted by NCA and partners at the end of the year. This was a joint effort between the NCA-RPP and the GBV-CPC, and included staff and partners from all country offices involved in one or both of these programmes.²⁵ The strategy covers the period 2016-2020, and aims to synergise and facilitate joint advocacy efforts to influence policy change and implementation of UNSCR 1325. Another synergy between these two thematic areas in 2016 is from NCA's **Mali** programme, which adapted the Reflect methodology²⁶ from the GBV programme for use in its new Peacebuilding programme. Lessons learned from this process will be promoted across NCA in 2017. In addition to

²⁵ Somalia, South Sudan, Burundi, DRC, Mali, Ethiopia, Tanzania and Sudan.

²⁶ Reflect is a methodology for literacy and social change that NCA has used as a framework for empowering women and effecting social change to prevent gender-based violence.



Kamila, 14 years, wants to become a doctor. Youth programme, Afghanistan.
PHOTO: Naimat Rawan /Norwegian Church Aid, Afghanistan

seeking continued synergies between the peace and GBV programmes, the Peacebuilding programme will also explore links with the WASH programme in 2017 and efforts to further develop synergies in countries where both programmes are implemented have already started.

An interesting case of a country programme which has systematically capitalised on synergies between programmes for many years is **Afghanistan**. It brings together conflict mitigation, meeting development needs, and strengthening civil society under the umbrella of the Building Resilient Communities Programme. Positive impressions of this approach were confirmed by monitoring data, as well as by an external evaluation completed in September 2016.²⁷ In spite of funding challenges, NCA Afghanistan is committed to continue this approach, which is an innovative way to capitalise on synergies between peacebuilding, economic empowerment and WASH programmes.

²⁷ Zupancic, M (2016). Building Resilient Communities for Sustainable Development and Peace: An Evaluation.

Ghulam Mustafa is involved in construction of his household toilet in the village Haji Hasim Foqir, Pakistan.
PHOTO: Håvard Bjelland/Norwegian Church Aid

3. STRENGTHENING PROGRAMME QUALITY AT NCA



3.1 CROSS-CUTTING ISSUES

A rights-based approach, gender justice, conflict sensitivity and peacebuilding are among the commitments that inform NCA's context analyses, theories of change, programme planning and implementation, and results frameworks. Highlights from NCA's work to further embed these commitments, and other cross-cutting issues, in its work around the globe and in Norway are presented below.

Gender sensitivity

An important step in ensuring gender sensitivity in programming is strengthening staff and partners' capacities to mainstream gender. In 2016, NCA committed to all staff and emergency roster members completing the IASC Gender Handbook e-learning course about the practical application of gender sensitivity. While NCA country offices generally have staff with gender expertise, gender competency among partners varies, which can be a challenge. NCA's proven methodology to address this situation is to include local women's organisations, such as women lawyer networks, in the partner portfolio.

NCA also initiated the development of new NCA Gender Justice Policy in 2016 (to be approved in 2017) which will guide the organisation's commitment to gender equality in all aspects of its work. Contributions were also made to the revision of ACT Alliance's Gender Justice Policy (pending approval). NCA in **Afghanistan** conducted an internal gender audit and developed gender strategies. NCA supported its partner in **Guatemala**, COPAE, to conduct an impact evaluation of its own work, including from a gender perspective. Based on the recommendations, COPAE updated its gender policy and developed new, gender sensitive PMER tools.

NCA promotes a gender-balanced work environment, and is committed to equal representation of women and men at management level and the Board. In 2016, the Board had six women and six men, the HO SMT four women and three are men, and of the 20 NCA country directors, 10 were women and 10 men.

A comprehensive gender review of NCA's planning, monitoring, evaluation, and reporting (PMER) routines and tools was conducted in 2016. The input from this will be included in NCA's revised *Operations Manual* to be launched in 2017. The effects of gender training for staff and partners was evident in programme monitoring and reporting. For example, most country offices (CO) provided gender-

disaggregated data in annual reporting and gender perspectives appeared in programme results. This was more obvious in some programmes than in others however. As gender competence varies among staff and partners, there is a need to conduct gender assessments and analysis for all programmes from the planning phase through monitoring and results.

The impact of conducting gender assessments and integrating the results into programme planning was seen in **Pakistan** where menstrual hygiene needs have been accommodated in WASH facilities and decision-making in projects has become more gender inclusive. Such results are linked to concrete initiatives such as setting quotas for women's participation - 30% in WASH and Village Development Committees for example. In **Ethiopia**, gender sensitisation and assessments resulted in the proportion of women in WASH committees increasing from 28% to 45% in 2016, with the same proportion of women represented in leadership positions of the committees. NCA in **Ethiopia** also engaged men in the promotion of safe motherhood and male religious leaders for the abolition of child marriage and female genital mutilation. Increased engagement of men for women's rights and gender equality, as well as working to transform negative elements of male gender roles, were key to achieving these results. By the end of 2016, only a few country offices had done a full gender assessment of all new projects however and more support will be provided to address this gap in 2017.

Conflict sensitivity

At the beginning of 2016, NCA received feedback from selected COs about working with conflict sensitivity in the previous strategic period. Responses suggested that the focus on conflict sensitivity had improved creative thinking and led to the use of conflict sensitive perspectives in for example strategy development and analysis of partner proposals. Recommendations for this strategic period included an increased focus on developing competency amongst partners and the grass-root level, and to better integrate conflict sensitivity into NCA's monitoring system. In response to this, a key element of the review of NCA's PMER routines mentioned above was the development of simple, conflict sensitive monitoring tools, like reflective sessions. NCA **Afghanistan** have used this methodology with good results since 2014 and it will become part of NCA's minimum standards for monitoring in the new *Operations Manual*.

In parallel, NCA's office in **Burundi** initiated a new approach to conflict sensitivity by integrating it in their programme results frameworks. This ensures the monitoring of conflict sensitivity-related indicators alongside programme progress indicators. NCA Burundi is also among the first country offices to start using Magpi for digital data-collection for project monitoring, and has developed appropriate questions for monitoring conflict sensitivity indicators through this platform. These developments will be a valuable resource for other NCA country offices as Magpi is rolled out across the organisation in 2017. The information generated through this monitoring will provide information on how conflicts develop at grass roots level. It will also feed into reflective sessions with partners, where they update their context analysis, and adjust underlying assumptions and programme implementation accordingly.

Following up on the feedback mentioned above, conflict sensitivity trainings with partners were organised in **DRC, South-Sudan** and **Guatemala** in 2016, in addition to one at NCA's head office with Oslo based staff. Furthermore, NCA in **Pakistan** conducted two conflict analysis trainings in 2016 that included staff from all partner organisations. The office also updated a comprehensive conflict analysis from 2014, complementing it with a local analysis of five districts. NCA in **Burundi** sensitised all front-line staff on Do No Harm.

NCA's global conflict sensitivity outcome is that NCA-supported projects and programmes avoid exacerbating violent conflicts. Indicators to measure progress build on the model indicator - *The number of NCA projects or programmes that have adapted programme design and implementation according to findings and updates of the conflict sensitivity analyses for the relevant area*. While much progress has been made both at the global and country levels in addressing the recommendations on conflict sensitivity from the past strategic period, only seven country offices delivered on the conflict sensitivity outcome in 2016, whilst the remainder are off-track due to under performance or gaps in reporting. The completion of a formal conflict sensitivity analysis seems to be the most common bottleneck. The reason for it not being prioritised in 2016, the start-up year of a new strategic period, may be because this analysis can be skills intensive and demanding in terms of human resources. To address this, NCA has started to work on how to simplify conflict sensitivity analysis tools and requirements and this will continue in 2017.

However, even in countries where conflict sensitivity outcomes are not on-track, there are several examples of good conflict sensitivity practices and

of how these have had an impact on programming. In **Mali** for example, NCA included conflict sensitivity in the Listen Learn Act pilot project implemented in selected intervention zones for the WASH programme in Gao and Menaka. This project asked rights-holders whether the WASH programme caused tensions among communities or excluded anyone. During the first round of questions in August 2016, 59% said that the programme did not cause tensions. This was increased to 97% at the start of 2017 after adjustments had been made to the programme.

Anti-corruption

NCA has maintained its focus on anti-corruption in 2016 through staff training, financial audits, partner capacity development, and project monitoring and evaluations. NCA identifies and mitigates corruption risk factors associated with different phases of the project/programme cycle. One example, relevant at the project initiation stage, is assessment of partners. In 2016, NCA rolled out a new and improved partnership assessment tool that enables the identification and mitigation of risks at an early stage in the project cycle or partnership. The assessment score determines how closely NCA follows up partners in terms of financial control and capacity development. NCA in **Ethiopia** are among the offices that successfully used the new tool in 2016. Based on their findings, they addressed risk factors through building the capacity of some partners and suspending partnership with others. The office also developed a comprehensive Memorandum of Understanding (MoU) to improve the financial accountability of its partners that is included as an addendum to partner agreements.

The principle of zero tolerance for corruption is communicated clearly to all of NCA's stakeholders. NCA has control and quality assurance systems in place to ensure the reduction of both opportunities and justifications for corruption to acceptable risk levels. Certain situations however require the organisation to accept higher levels of opportunity and/or justification for corruption. This applies normally to situations where personal safety concerns dictate that project monitoring cannot take place. An example are projects implemented in non-government controlled areas in **Somalia** which are accessible by NCA partners' but not NCA staff. In some contexts NCA also chooses to work with partners with weak financial management and quality assurance systems because they are imperative to meeting programme goals. Partnering with this type of organisation often entails an increased risk of corruption, which is mitigated through measures such as acting as the partners' financial and/or procurement unit.

Environment and vulnerability to climate change

NCA systematically uses climate vulnerability assessments or compulsory EIAs (Environmental Impact Assessments) in the Climate Resilience programme, with larger WASH infrastructural interventions assessments, and in any context where such assessments are a legal requirement. The main purpose of these assessments is for NCA to better design programmes and interventions in a manner that allows for planning for the mitigation of risk. NCA recognises that it needs to improve awareness of the role that programmes play vis-à-vis nations own strategies and plans for climate resilience development. At the organizational level, NCA committed to a 10% reduction in international travel in 2016, as well as a new mechanism to offset air travel emissions.

Human rights, including the rights of disabled

The rights-based approach (RBA) to development is the methodological foundation of all NCA's activities, and is at the core of the organisation's identity. Internal guidelines for operationalising the RBA are based on the UN Principles for a Human Rights Based Approach,²⁸ and are integral to all NCA's PMER tools and routines. The use of the RBA carries three overarching programming implications for NCA:

- 1) That everything NCA does should further the realisation of human rights;
- 2) That human rights standards guide all methods and programming at all phases of work; and
- 3) That its work contributes to the ability and willingness of duty-bearers to meet their obligations, and of rights-holders to claim their rights.

The impact of a RBA in NCA's programming is documented in chapter 2 of this report. A relevant result not included in this chapter is from NCA's Reproductive Health programme in Myanmar where safeguarding the rights of children with disabilities is an important focus for NCA, particularly for partner organisation Mae Tao Clinic (MTC). MTC provides primary health care for Burmese migrant workers living on the Thai-Myanmar border and to communities in the Southeast Myanmar. MTC's nutritional programme provides special attention to children with underlying conditions such as cerebral palsy and other congenital diseases, where malnutrition causes secondary complications. Lack of parental knowledge of basic health needs contributes to the level of malnutrition seen in the border populations, and children with disabilities are particularly vulnerable. Children admitted to the

clinic benefited from a comprehensive programme where families received relevant and targeted education in nutrition, hygiene, danger signs for malnutrition, and safe feeding. After discharge, the clinic follows up on the families through provision of food.

Women's Rights and Gender Equality

Whilst all of NCA's global programmes have a focus on women's rights and gender equality, this is most visible in the GBV and Reproductive Health programmes, the 2016 results from which are presented in chapter 2 of this report. These programmes focus on promoting the rights of girls and women through change in social norms and implementing laws and legislations confirming these rights. Relevant for all NCA's programmes is promoting women's human rights during dialogues with faith actors and religious leaders and when training these groups on the rights of girls and women, as these rights are often neglected due to religious dogma and traditions. An important component of NCA's work with faith actors is to facilitate and support theological reflections challenging harmful practices and the denial of women's human rights. Resources such as the Tamar Campaign and the REFLECT method challenge faith actors and empower them to change harmful traditions and dogma.

In 2016, NCA had a specific focus on sexual and reproductive health rights (SRHR), and implemented various initiatives to increase the knowledge about the issue internally and among partners locally and globally. NCA contributed to the development and launch of a report on *Religion, Women's Health and Rights* by UNFPA and Norad (May 2016), and followed up with a number of consultations with faith actors on women's rights issues preparing for upcoming meetings at the UN, including the Commission on the State of Women and the Commission on Population and Development in 2017.

²⁸ Resources at <http://hrbportal.org/>

Afghanistan is one of the countries where women's lack of basic rights is of particular concern. NCA in **Afghanistan** is working to address this through creating safe spaces for women and community level dialogue spaces between men and women. This approach is used throughout its programmes to enhance the role of women in the community, and the communities' acceptance of their active participation, in areas such as peacebuilding, management of water resources, and small-scale enterprises. In 2016, 30 such dialogues sessions took place, involving approximately 550 men and 300 women. While the impact on women's participation varies from province to province, on an aggregate level it is clear that women's participation increased significantly. In 2016, 23% of community WASH committee members, tasked with the community-level management of water and sanitation facilities, were women. Women make up 35% of community-level peace committees, or peacebuilding Shuras, and above 45% of the peace Shuras at district level. Through the Economic Empowerment programme, NCA and partners supported 2,800 Afghan women to enter the labour market and subsequently increase their incomes. The community dialogue approach is a crucial cross-cutting component for facilitating these results as it helps build community awareness of women's rights, and acceptance for an expanded space for women in society.

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

NCA has mainstreamed UNSCR 1325 into its global programmes, particularly GBV and Peacebuilding, in addition to having standalone outcomes and outputs that directly contribute to one or more of the resolution's pillars²⁹. The 1325 agenda is for example at the root of NCA's regional GBV prevention framework programme (GBV-CPC Programme),³⁰ which has a particular focus on prevention of and protection against GBV in conflict and post-conflict settings. NCA also addresses the protection pillar through increased focus on service delivery in conflict and post-conflict settings to ensure dignity for survivors of GBV. NCA has increased access to services in **North Iraq** and other conflict settings to meet women and girls' specific relief needs, while also working to reinforce women's capacities to act as agents in relief and recovery in conflict and post-conflict situations.

During the current strategic period, all NCA country strategies with Peacebuilding or GBV programmes stipulate measures for increased participation of women in peacebuilding processes, by overcoming structural and normative barriers in the implementation of UNSCR 1325. NCA addresses prevention of all forms of violence against women and girls in conflict and post-conflict situations, through ensuring qualitative conflict analysis are available at country levels. NCA's programme in **Afghanistan** is a leading example of how NCA COs use conflict analysis to address inherent inequalities and prevent violence against women. Women participate at an equal level with men in these activities. The programme promotes gender equality in peace and security decision-making processes at national and local levels in Afghanistan, where there is an emerging recognition of women's capacity as decision makers.

A significant cross-programme development furthering the 1325 agenda in 2016 was the creation of the Regional Advocacy Strategy for Resolution 1325, and an Advocacy Training Manual on UNSCR 1325 developed and adopted by NCA and partners. This manual provides a range of tools for training activists in advocacy planning, strategies, and activities tailored to projects aiming to support and further the 1325 agenda. The manual was developed and adopted under the auspices of the GBV-CPC programme, and is available for use throughout the organisation.

²⁹ <https://www.usip.org/gender-peacebuilding/about-UNSCR-1325#What-are-the-four-pillars-of-Resolution-1325>

³⁰ Thematic Programme on the Reduction of GBV in Conflict and Post Conflict Settings.

3.2 RESULTS BASED MANAGEMENT AND LEARNING

NCA made a substantial investment in strengthening its planning, monitoring, evaluation and reporting (PMER) work during 2014 and 2015. Focus was on training advisors on new methods and practice; strengthening internal routines and guidelines; developing an evaluation policy; and establishing a global PMER community of practice (COP). In 2016, NCA started to see the results of this investment on an organisational level. An improved understanding of results frameworks and theory of change in programming has changed the way many country offices' (CO) approach planning, and has increased process effectiveness and efficiency.

The increased interest and enthusiasm for PMER also spurred the development of ideas and pilots across the organisation aimed at strengthening PMER systems and competency further. NCA's programmes in Afghanistan and Pakistan were the hubs for two pilots for monitoring tools, indicator tracking cards (ITC)³¹ and reflective sessions³². Both of these have been well received by NCA staff and partners. With the intent of mirroring the improvements in quality of evaluations following the roll out of NCA's evaluation policy, the focus in 2016 was on consolidating experiences from these pilots at an organisational level. This enabled the identification of clear minimum standards upon which to benchmark performance, as well as expand the NCA's monitoring toolbox to include standardised formats and routines for these tools. Whilst additional country offices have adopted the use of these tools in 2016, they will become part of minimum standards for monitoring at NCA in the new *Operations Manual* (former *Routines and Guidelines*), which will be finalised in 2017. The ambition is a complete an organisational wide rollout of both tools by 2018. The monitoring report template was also re-developed to meet stricter criteria on issues such as conflict sensitivity and gender and will be included as a minimum standard for monitoring in the new manual.

An additional pilot that has been lifted to an organisational level in 2016 is the use of digital tools for monitoring and assessments. This was piloted during the 2015 baseline processes in the **DRC**,

Burundi, Mali and Haiti. While there were challenges, the pilots clearly demonstrated the potential digitalisation has for substantial improvements on both cost effectiveness and data quality. Both staff and partners found the new tools interesting and user friendly to work with and the instant access to results created motivation for continued data collection. In 2016, Burundi, DRC and Mali developed the use of digital collection further. Using the digital platform Magpi, the three country offices embarked upon a pilot initiative to collect data on quantitative indicators across all programmes. By the end of 2016, systems were designed and partner trainings had commenced. 2016 also saw additional pilots of digital data collection tools such as Kobo Toolbox; Epicollect and iForm both in NCA's development programmes and humanitarian responses such as the **Northern Iraq** programme, the **Burundi** refugee response and the **Haiti** hurricane response. In an economic empowerment project targeting vegetable farmers in **Tanzania**, the digitalisation of performance and results management through Epicollect and a dedicated monitoring website has been instrumental in the successful scale up of the project. The results of the project are described in more detail in the Economic Empowerment results case in chapter 2.4.

NCA's Department of International Programmes will initiate a new project in early 2017 to build upon the momentum and lessons from these pilots. The project will aim to roll out digital data collection, both software and systems, across NCA's COs and humanitarian operations. Data security and protection of rights-holders will be a priority area, and NCA is in dialogue with peer organisations within ACT to ensure inter-agency learning. NCA is also very conscious that clear agreements on data ownership and use must be in place when collecting data jointly with partners. Improved data storage, analysis and visualisation remain in focus for future phases of the project, in addition to a systematic approach to digitalisation for the whole organisation.

31 Indicator Tracking Cards Tool ensure timely collection of data for the quantitative, as well as quantified qualitative indicators (by using scale or score), of the results framework. They document progress and results and can be used as a project management tool, showing the status of different elements of a complex project in clear manner. ITCs can be used during monitoring visits for verification of the data submitted.

32 Reflective sessions provide space for partners to critically reflect on the progress and challenges in programme. implementation as well as the opportunity to review change pathways which are critical to the Theory of Change (ToC) approach.

As part of NCA's commitment to continuous learning and improvement, country offices commissioned 14 evaluations in 2016 (ref to Annex 3) in addition to a number of studies and assessments. Findings and recommendations from these, and those conducted in previous years, were transferred into improved programming and system development.

For example, in both **Sudan and South-Sudan**, KAP surveys have led to improved programming by ensuring that there is more focus on outcomes during programme design phase. In Sudan for example, feedback from poor women taking part in vocational training highlighted that very few of them were able to utilise their newly acquired skills for income generation due to lack of start-up funds. This, together with the fact that the training was free, resulted in high dropout rates. This was addressed in 2016 by establishing a revolving fund that offered small loans to women who had been trained to enable them to purchase the materials needed to start up their own businesses and to provide them with an incentive to complete the training. In South-Sudan, health KAP surveys in 2015 indicated that Outpatient Therapeutic feeding Programme (OTP) reduced serious acute malnutrition (SAM) cases in IDPs and catchment population. In 2016, these findings were followed up on by strengthening the OTP integration into community based nutrition programming. This resulted in a decrease in health related problems.

NCA's 2016 report '*The Protection Needs of Minorities from Syria and Iraq*', documented NCA and partners' experiences providing humanitarian response to refugees from **Syria and Iraq**. These relate primarily to the importance of providing survivors of traumatic events with psychosocial support services that are culturally, age and gender-sensitive as part of rehabilitation and reintegration processes. These findings have been integrated into NCA's programmes in Northern Iraq by including activities such as appropriate and effective referral mechanisms; culturally appropriate ways of addressing rape and sexual violence; and using religious rituals as part of community reintegration and stigmatisation.

A 2016 evaluation³³ of NCA's WASH programme in the **Middle East** concluded that NCA and partners addressed the immediate and life-saving needs of the vulnerable population in a timely manner. However, the report recommended more consultations should have been held with this population in the design phase of the programme to ensure relief items better matched their needs and priorities.

It also concluded that whilst the programme followed SPHERE standards, these should have been contextualised; and that sustainability issues were given less priority than life-saving initiatives. Whilst these recommendations need to be seen against the backdrop of the humanitarian context in which the response was carried out, NCA has worked with partners to develop the sustainability of the programme by adopting community-based approaches that ensured engagement with local governments and communities. This approach is also in line with *NCA's 2016-2020 Humanitarian Strategy*.

In **DRC**, a recommendation from a 2015 evaluation to increase support to the Provincial Health Division (DPS) to train more health personnel on the issue of mental health diagnosis, treatment and referral was integrated into the programme design in 2016. Whilst the initial intention of the recommendation was to increase the efficiency and sustainability of the programme, it has also led to improved programme results. For example, trained health staff are better able to recognise and treat mental health cases in their communities, cases previously considered as witchcraft. Trained community-based agents are also now better equipped to identify survivors for referral and sensitise their communities about mental health issues. The DRC programme is now exploring the possibility of show-casing this work in order to widen its sphere of influence in the national public health sector.

As has been the practice in previous years, HO resources conducted a meta-evaluation of around 50% of the 2016 evaluations to review and document their quality for learning and further system development. Consistent with previous meta-evaluations, reports from evaluations that adhered to NCA's Evaluation Policy scored highest on the meta-evaluation scorecard. The meta-evaluation also documents lessons and recommendations from the evaluations of organisational relevance. NCA addresses these for programme and system development, along with strategic planning and decision-making. Some key learning from evaluations from 2016:

- Project kick-off meetings involving all stakeholders should be a minimum standard for all NCA projects. These events ensure a better understanding amongst stakeholders of their role in the project, along with the project's implementation and monitoring plans.

³³ Evaluation is not named here or included in Annex 3 due to its sensitive nature. It has been shared in confidentiality with relevant back donors.

- Teacher incentives in contexts like **Somalia**, where the government and local authorities are still not able to pay teachers, is a main driver for access to quality of education. It ensures that teachers remain motivated and continue in their jobs.
- Youth who have completed vocational education are not only better equipped for the labour market, but often act as change makers in their local communities. This has a transformative effect on the whole community.

User feedback on the evaluation policy was also collected in 2016, and included a number of recommendations including the need to develop a standardised management response to further advance systematic learning following evaluations. The policy will be adjusted in line with this feedback in early 2017, and included in the new *Operations Manual*.

Evaluations and studies have not been the only entry point in the project cycle for NCA and partners to capture lessons and recommendations and transform these into improved programming. For example, in **Burundi**, the reflective session held by partners in the Economic Empowerment programme enabled them to analyse the challenges faced with including the Batwa, an indigenous minority group in Burundi, in the programme's business training and development activities. The session resulted in the identification of a number of strategies, including literacy training for the Batwa, which will be addressed in 2017. Similarly, in **Mali**, reflective sessions were critical to identifying challenges and solutions with respect to operating in contexts where state structures are largely absent and armed groups are stakeholders who must be considered within the programme's theory of change. Following a 2015 reflective session between NCA and partners in **Afghanistan**, NCA prioritised improving the performance of provincial partner coordination teams³⁴ (CT) in 2016. The CTs are now able to independently organise their meetings, facilitate discussions around project progress and challenges, and conduct joint monitoring trips. The CT in Daikundi was selected by the United Nations Assistance Mission in Afghanistan (UNAMA) and provincial authorities to lead the NGO coordination in Daikundi and to function as a civil society umbrella organisation.

The completion of the 2016-2020 country programme base-line process and adjustment of the NCA's global and country results frameworks in-line with Norad's RAM Light feedback also strengthened capacity to monitor and report on programmes at both the global and country levels. Both sets of frameworks have been simplified and communicate programme ambitions more clearly; there is stronger technical and visual alignment between the global and country levels; and in countries like **Mali, Guatemala, Burundi** and **Haiti**, completing baseline data resulted in an adjustment of indicators and targets and in some cases the rewording of indicators. In **Ethiopia**, the revised programme results frameworks now present sex-disaggregated data. In those countries where ITCs have been rolled out, these have assisted NCA and partners to better align, and as a consequence monitor, the country results frameworks with that of partners. This will also facilitate reporting on the global level, particularly on the mandatory elements of NCA's global programme results frameworks.

NCA's commitment to quality and accountability was also behind a 2016 management decision to certify the organisation against the Core Humanitarian Standards (CHS) in 2017. CHS replaced the Humanitarian Accountability Partnership (HAP) in 2016 – a standard NCA has been certified against since 2011. A comprehensive CHS self-assessment, a requirement of the certification, was conducted at the end of 2016 and confirmed earlier analysis that CHS standards 3, 4 and 5 are those where the organisation has most room for improvement. If the 2017 audit is in line with this assessment, these standards will be central to the further strengthening of NCA's accountability and quality assurance systems in 2017, including the establishment of standardised complaints response mechanisms (CRMs) at all NCA COs and in all humanitarian responses.



³⁴ NCA's partner organisations in Afghanistan are organised into provincial coordination teams (CTs). Their mandate covers issues such as information sharing; joint planning and monitoring; and capacity development.

Other concrete initiatives in 2016 driven by NCA's commitment to CHS include its integration into NCA's *2016-2020 Humanitarian Strategy*; participation in the CHS general assembly during which representatives from three ACT Alliance organisations were elected into the CHS board; and three CHS training courses for NCA; ACT and partners staff held by NCA HO staff. NCA will also allocate several resources to the 2017-2018 revision of Sphere standards including advisory capacity to ensure that recommendations from the NCA 2016 study *The Protection Needs of Minorities from Syria and Iraq* are included in the revision process. CHS was also used a framework for the 2016 evaluation of NCA's humanitarian response in **Nepal**.

project aims to correct the course of humanitarian interventions by conducting a short and innovative 'ground-truthing' survey amongst communities on a regular basis to establish their level of satisfaction with the response. Whilst the final report will not be available until 2017, initial feedback from 2016 surveys enabled NCA and partners to adjust their programmes to better meet the needs of the communities. These adjustments resulted in higher levels of satisfaction the next time the survey was conducted. **Pakistan** and **Afghanistan** have also further developed their complaints response mechanisms (CRM) in 2016, and as documented in the cross-cutting issues section above, anti-corruption work has also been strengthened in 2016.

Practical examples of accountability work at NCA's COs in 2016 include NCA's office in **Mali's** participation in the European Union funded project *Listen, Learn, Act*. Implemented by DanChurchAid, Save the Children and Ground Truth Solutions, the



Poster showing the complaints and response mechanism (CRM) in Sanghar, Pakistan.
PHOTO: Margrethe Volden/Norwegian Church Aid



4. PARTNERSHIPS FOR CHANGE

A Jezidi woman in their holy place Lalesh. They have come here to get a new start after being held in IS-captivity, North Iraq.
PHOTO: Håvard Bjelland/Norwegian Church Aid

4.1 PARTNERSHIPS FOR ORGANISATIONAL DEVELOPMENT AND MUTUAL CAPACITY DEVELOPMENT

NCA's partnership policy commits to implementing programmes through national civil society organisations. This ensures sustainability, long-term partnerships for change, and that crucial local knowledge is used in NCA's programmes. As part of this cooperation, NCA continuously strengthens partners' capacity. There are several entry points for this, including NCA's global programmes, the results of which have been presented in chapter two, and organisational development initiatives in areas such as financial, human resource and project management. In order to systematise the planning, monitoring and reporting of this work, NCA institutionalised a new partnership assessment tool in 2016, which is a minimum requirement for entering into partnerships with core partners. Each country office has also selected 3-5 of these core partners that will receive more systematic capacity development from NCA throughout the strategic period. These initiatives will contribute to achieving NCA's global civil society goal; *NCA core partners have increased their capacity as civil society actors*. Whilst 2016 reporting shows that some countries are off-track in regards to progress towards this

goal, there are numerous concrete examples of how NCA has worked alongside partners to develop their technical competency in the past year. These include the installation of new finance systems, improved monitoring and reporting through the adoption of indicator tracking cards, increased capacity to fundraise and diversify funding bases, improved project management skills, and strengthened HR systems.

An interesting case to highlight from 2016 is the increased competency in digital data collection amongst partners resulting from the 2016 Magpi pilot in NCA's Francophone countries. Training and roll-outs facilitated by both internal resources and Magpi staff also resulted in better alignment between NCA's country level results frameworks and those of partners, and as demonstrated in the quote below from a representative from one of NCA's partners in **DRC**, increased enthusiasm and interest in digital data collection:

The training and software are very useful and opened up opportunities to further develop our organisation's skills, systems and performance



Water pump powered by solar panel in Sindimane, Mali.
PHOTO: Itous Bacrène/Norwegian Church Aid, Mali

related to data collection and management. The trainer was also very good and adapted the course to match the competency of the participants. We also think it will be useful in improving and clarifying the reporting system between NCA and partners, but we would like to use it across all of our organisation's programmes, not just those supported by NCA. The training has also given us an appetite for more than what we currently can get out of the free Magpi account, and for the analytical and reporting potential of the Magpi Enterprise account. We hope that NCA will continue to accompany partners in developing competency in digital data collection to ensure the retention of knowledge and development of skills.

Another example of where NCA's long-term partnership approach has played a key role in the organisational development of a national civil society partner is that of South Sudan Council of Churches (SSCC). Churches in **South Sudan** represent one of few credible and representative institutions with trust and legitimacy amongst the people in a context of conflict and weak state institutions. One of the four components of SSCC's *Action Plan for Peace* (APP), co-funded by NCA/Norad, as well as by EU funding managed by NCA and FinnChurchAid, has been to re-establish SSCC as a functioning church institution with a unique role in peacebuilding and conflict resolution in South Sudan. This component is implemented through systematic organisational and capacity development of SSCC, and was integrated into NCA's support in response to identified organisational gaps at SSCC. These

related to lack of organisational accountability, ineffective systems and processes, a relatively dormant Secretariat, and external funding which did not accommodate a response to these gaps. NCA has since successfully advocated for other donors to support this the new component, which has helped to recruit key programme and administrative staff, supported procurement of essential equipment, and contributed to administrative costs. SSCC has also recruited a new General Secretary, who with support from an external technical support group, has strengthened accountability systems and undertaken organisational adjustment processes.

This support has laid the foundation for SSCC's re-establishment as a legitimate church alliance able to bring together leadership and ecumenical constituencies of member churches in South Sudan. It has also strengthened its advocacy profile on issues such as humanitarian access and inclusivity of local and national dialogue and peace processes. For example, during the last two years, SSCC has hosted a series of heads of diplomatic missions to South Sudan including the heads of EU, Norway, Switzerland, Germany and US missions. It also continued to be part of key peace mediation processes in 2016, not only in its capacity as a church platform, but also because the public sees it as genuine, trusted and impartial voice. SSCC also continued to participate in the Inter-Governmental Authority and Development (IGAD) led peace processes in South Sudan.

4.2 PARTNERSHIPS FOR A MORE VIBRANT CIVIL SOCIETY

NCA prioritises supporting partners' efforts to open up political space for citizenship engagement in governance at all levels of society, and to use the existing room to hold governments accountable to their constituencies. Examples of this can be seen in all of NCA 2016 global programme results in chapter two. Further examples from Mali and Vietnam, which fall outside the parameters of the global programmes, are presented below.

NCA's intervention zones in **Mali** in 2016 have been characterised by tension and disputes between armed groups, terror attacks, crime, and a lack of protection of the civil population and humanitarian actors. In this context, participation in networks with other NGOs is crucial in order to exchange information and coordinate programmes, and to

promote an environment where NGOs can safely access their intervention zones and beneficiaries whilst working in accordance with humanitarian principles. NCA has been active in three such networks in 2016 that have produced impressive results. For example, transparency between stakeholders increased because of meetings between NGOs, UN, international forces and armed groups. Bilateral meetings with armed groups resulted in resolving a situation that had hindered humanitarian access to certain areas, and one of the networks actively advocated regional authorities to secure humanitarian access. With its long-term presence in Mali, NCA is seen as a respected source of information in these networks, especially in relation to newly established international NGOs.

NCA's **Vietnam** office has worked for many years to re-engage Vietnamese faith-based actors in societal responsibilities beyond the spiritual level. By mobilising grass root initiatives, building trust and relations with religious leaders, and establishing diplomatic ties with key actors within the Vietnamese government structures, NCA has expanded the space for religious organisations to function as active civil society actors. In 2016, new steps towards this goal were made as NCA and its Buddhist and Catholic partners utilised the legal and political space provided by the National Interfaith Conference (NIC) in December 2015. The NIC concluded in a joint declaration between political and religious leaders on a national level to

encourage the contributions of faith-based actors in environmental protection and climate change response. Supported by NCA, the response to this in 2016 has been the forming and training of local groups, and their introduction of new initiatives in these sectors. The result is professional, capable and mobilised faith-based actors, that have the policy space to take on a responsibility towards society beyond the spiritual level, can now be a driving force in the development of a more open, just and participatory Vietnamese society. A society with increased resilience to natural disasters and social tensions.

4.3 PARTNERSHIPS FOR HARMONISATION AND ALIGNMENT

NCA continued to concentrate its geographical presence in 2016, reducing the number of NCA managed offices from 20 in 2015 to 14 in 2016. In addition to phasing-out and closing country programmes in **Laos** and **Kenya**, NCA embarked on joint programming and presence with several European ACT member organisations in **South Africa**, **Guatemala** and **Haiti**, as well as bilateral integration of country programmes with DanChurchAid as lead agency in **Palestine** and **Myanmar**. NCA has also strengthened its presence in the **Middle East** by establishing an area office for Iraq and Syria, based in Jordan.

The sustainability of important programmes has been a concern when managing these processes. For example, in **Laos** and **Vietnam**, former NCA staff, together with key partners, have established new national civil society organisations. These have taken core programme components forward, with transitional support from NCA and ongoing support from new and old funding partners. To satisfy donor requirements and facilitate the transition, NCA maintains a small office in Vietnam supervised from head office.

Whilst joint programming with ACT sister organisations has taken on different forms, due to country specific contextual and historical factors, European ACT members forum (E8) formed two working groups in 2016 in order to further systematize these processes. NCA is and will continue to be active in both groups.

- 1) Models Group – mandated to review different experiences in joint programming and presence, and to propose preferred models that reduce transaction costs, promote synergies of competences and capacities, attract fresh funding for scaling-up, and improve impact.
- 2) Systems and Process Integration Group (SPRING) - mandated to develop common standards for project and financial management. The aim of this group is to reduce and simplify requirements for reporting from the different ACT Alliance members, particularly for partners.

As demonstrated above, members can leverage the ACT Alliance to harmonise their presence. At the same time, they are able tap into the far-reaching global presence of its members and their partners, especially in terms of emergency response. This facilitates more effective, contextually relevant, and timely response operations.

Safe water, Bedeno, East Hararghe, Ethiopia.
PHOTO: Håvard Bjelland/Norwegian Church Aid



5. NORWEGIAN CHURCH AID IN NUMBERS

5.1 VALUE FOR MONEY - COST EFFICIENCY

Following up on the findings of an internal cost-efficiency project, NCA institutionalised a set of indicators to monitor progress in utilising funds and resources more efficiently whilst maintaining quality in country programmes. These were on the agenda of all four of NCA's regional senior management team meetings in 2016 – an annual strategic forum for senior management from NCA's head office (HO) and country offices (CO). An overview of 2016 progress towards a selection of these indicators is provided below.

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

NCA's country programmes continued to reduce the size of their partner portfolio in 2016, and most have now reached this indicator. Some countries like Afghanistan and Somalia, have managed to reduce the number to below 10.

No projects with budgets under NOK 250,000

This indicator was institutionalised across the organisation in 2016 with exceptions subject to management approval. At the end of the year, the number of Norad funded partner projects below this threshold was 19, which is a significant reduction from 53 in 2015. Progress against this indicator, combined with the one above and NCA's ongoing geographic concentration, has resulted in a reduction in the number of NCA projects funded through the Norad cooperation agreement from 386 in 2015 to 299 in 2016. The impact of this is less resources required from the organisation for project management.

Maximum of four finance staff per CO

Most of NCA's COs had met this indicator by the end of 2016.

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

All but two of NCA's COs had met this indicator by the end of 2016.

Increased amount of Norad general funding transferred to partners

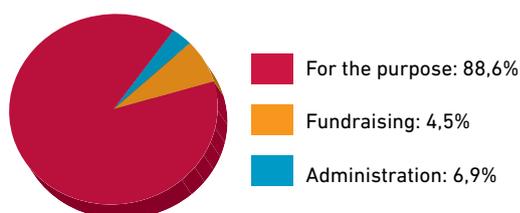
NCA's 2016 budget submitted to Norad in 2015 for a new cooperation agreement showed 39% of Norad general funds were budgeted for bilateral partner projects. Following the finalisation of actual expenses from 2016, this figure was increased to 45%. In 2017, the focus will be on continuing to update NCA's finance system, ensuring those projects implemented by local partners but booked in NCA's accounts are registered in the correct project category. Some of these are currently registered as NCA operational projects.

Reducing office running costs

Whilst there is not a specific indicator for this issue, many of NCA's COs have maintained a focus on reducing office-running costs in 2016. Initiatives included selling off old vehicles, better coordination of travel plans and partner events to decrease travel costs, and office sharing with other ACT sister organisations as NCA has done in **South Sudan, DRC** and **Burundi**. There has also been a general focus on reducing staff numbers. This has been a natural step for countries such as **Myanmar**, where NCA entered into joint country programmes with other ACT sister organisations, but there has also seen a significant reduction in staff in other COs such as **Burundi, Sudan, Mali** and **Malawi**. In some cases, this was due to budget reductions, whilst in others it was due to restructuring and staff turnover.

How we use the funds:

(Source: Annual report 2016)



How we work:



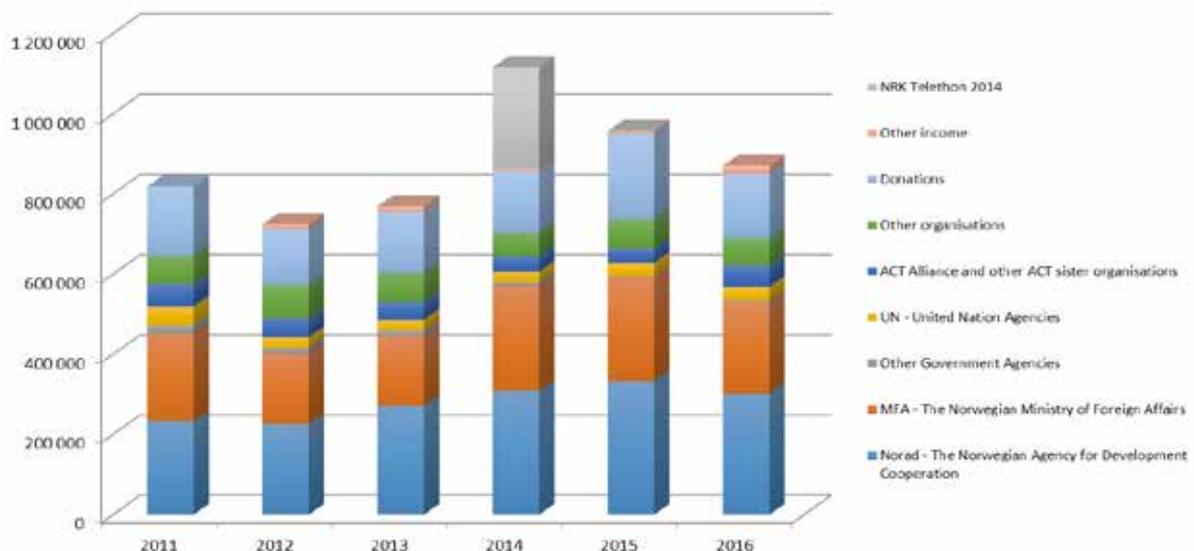
5.2 DIVERSIFYING NCA'S FUNDING BASE

In 2016, NCA increased its commitment to diversify its funding base in order to reduce risk and have greater impact. To be better prepared for diversification, NCA's board approved an internal financial architecture with clear ambitions. Internal routines were also revised to better ensure quality in grants management, and NCA Country Directors invested more time in donor relations and coordination.

NCA's turnover in 2016 was approximately NOK 871 million. As the table below shows, grants from Norad and MFA constituted about 60% of the total income. An increasing proportion of these funds is tied to political priorities, and grant periods are shorter than in previous years. At the same time, the need for funding for long-term development and humanitarian response is greater than the funds available. NCA successfully secured funding for Pakistan from the European Union for a

humanitarian response (ECHO), as well as a long-term GBV project (EuropeAid). NCA competed in a competitive Dutch MFA call, securing a grant for Mali, while Afghanistan just missed the mark. NCA successfully increased funds from ACT agencies, such as for NCA's response in Northern Iraq. Joint country strategies with other ACT agencies offer more robust funding for new opportunities. Due to active UN cluster participation, agreements were signed with UN-OHCA in several countries. Numerous concept notes promoting faith-based initiatives were submitted throughout the year, with keen interest and good feedback from donors.

Incoming resources



For financial information, please see part three of the consolidated report from Norwegian Church Aid.

During drought the borehole in Garowe supplies 40,000 people in Garowe and the surrounding areas with safe water. Trucks from Norwegian Church Aid and the authorities collect water and bring it out to people.
PHOTO: Håvard Bjelland/Norwegian Church Aid



ANNEXES



1. ABBREVIATIONS

AMI	Alternative Mining Indaba
AU	African Union
CBA	Community Based Adaptation
CLTS	Community-Led Total Sanitation
COLMRED	Committee of Women for Disaster Reduction
COP	Community of Practice
CR	Climate Resilience
CS	Conflict Sensitivity
DCA	DanChurchAid
DRC	The Democratic Republic of Congo
EE	Economic Empowerment
EITI	Extractive Industries Transparency Initiative
EPR	Equipies des personnes de ressources/ Resource People Teams
FBA	Faith-based actor
FBO	Faith-based Organisation
FECCLAHA	Fellowship of Christian Councils and Churches in the Great Lakes and the Horn of Africa
FGM	Female genital mutilation
GBV	Gender-based Violence
HO	Head Office
MFA	Ministry of Foreign Affairs
NCA	Norwegian Church Aid
NCA-RPP	NCA Eastern Africa Regional Peace Programme
OD	Open Defecation
ODF	Open Defecation Free
PATS	Pakistan Approach to Total Sanitation
PETS	Public expenditure tracking system
PRC	Peace and Reconciliation Committees
REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
RPP	Reflecting on Peace Practices
SLTS	School-Led Total Sanitation Approach
SPLA-IO	Sudan People's Liberation Army – In Opposition
SRHR	Sexual and Reproductive Health Rights
SSCC	South Sudan Christian Council
STAR	Societies taking action through rights
WASH	Water, Sanitation and Hygiene
UN	United Nations
UNSCR	United Nations Security Council Resolution

2.TOTAL EXPENDITURE FOR COUNTRIES AND PROGRAMMES 2016

Country	Climate Resilience	Economic Empowerment	Gender-Based Violence	Peace-building	Reproductive Health
Afghanistan		11,548,466		12,814,748	
Angola	9,311,676	6,935,181			
Brazil	706,290	1,894,529			
Burundi	4,482,695	3,819,758	1,370,641	1,103,665	
Democratic Republic of the Congo		856,100	18,675,223	4,567,246	
Dominican Republic	603,810	974,290			
Eritrea				72,010	
Ethiopia	17,636,973		3,215,426		5,405,965
Global	3,450,295	2,861,995	6,005,781	2,879,288	395,869
Greece					
Guatemala	3,282,640	2,122,090	2,559,722		
Haiti	2,766,192	4,389,896	1,829	396,111	
India		15,462		661,728	
Iraq			1,151,511	3,752,802	
Kenya	489,775	365,009	367,349		
Laos			4,501,825		
Lebanon			3,567,847	1,971,671	
Macedonia					
Malawi		1,449,347	4,337,368		21,978,089
Mali			12,884,396	17,770,621	
Myanmar	1,292,297	578,779	3,011,309	97,500	1,752,129
Nepal					
Norway	36,849	2,537,835	1,999,749	2,463,223	
Pakistan			8,203,926	11,973,737	
Palestine		3,348,746		10,400,508	
Philippines	586,114				
Regional Eastern Africa			1,218,028	2,471,342	
Regional Europe		35,552	290,625		70,434
Regional Southern Africa	3,003,061	181,873	1,168,412		
Romania		1,310,681		70,977	72,381
Serbia					
Somalia		11,950,271	13,632,851		
South Sudan	315,220			16,638,046	6,962,995
Sudan (Darfur region)	448,436	7,866,022			5,829,291
Sudan (excl. Darfur)		3,004,451			3,827,468
Syria				2,500,000	
Tanzania		13,525,310	71,588		
Vietnam	6,240,811				668,223
Western Sahara					
Zambia	1,406,068	6,981,160	6,348,781	31,998	304,000
Grand Total	56,059,202	88,552,804	94,584,186	92,637,223	47,266,844

Continued

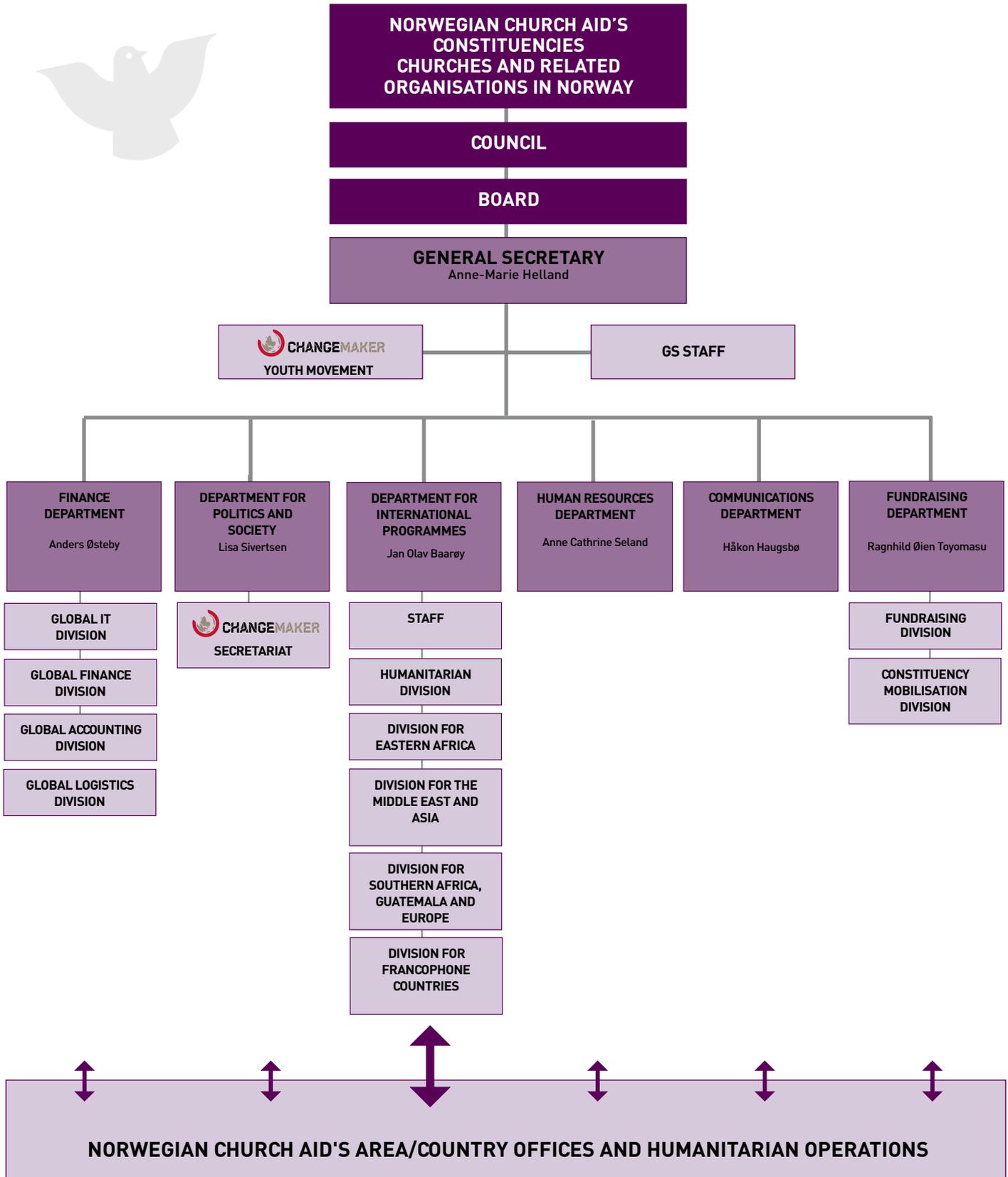
Resource Governance	WASH	Country Specific	Multi programme	Grand Total
	30,765,690	1,200,000	-1	56,328,903
10,051,595	3,251,483	5,110,000		34,659,935
1,003,673				3,604,491
	5,046,541	97,537		15,920,836
	10,406,558			34,505,127
				1,578,100
		300,000		372,010
	34,759,071	4,090,518		65,107,952
1,004,317	18,365,342		28,392,178	63,355,064
	2,789,150	3,271,029		6,060,179
112,500				8,076,952
	7,128,177			14,682,205
		2,338,623		3,015,813
	22,087,873	1,946,092		28,938,278
				1,222,134
		2,952,732		7,454,557
	5,383,620			10,923,139
	1,000,000			1,000,000
2,019,795	735,717	101,692	0	30,622,008
	11,661,175			42,316,191
1,784,590	200,000	5,500,000		14,216,603
	438,200			438,200
296,891	5,600,210	2,957,758	11,536,089	27,428,605
	27,480,489			47,658,152
		2,115,685		15,864,939
	1,922,008	500,000		3,008,123
				3,689,370
				396,611
9,758,395				14,111,741
	153,140	314,705		1,921,884
	1,888,449			1,888,449
	19,025,991	9,310,578		53,919,691
	15,799,441	9,505,784		49,221,486
	13,005,595	22,327,472		49,476,818
	8,686,186		0	15,518,105
	45,002,021	4,309,173		51,811,194
9,319,190	6,559,849	17,034,348		46,510,284
				6,909,034
		3,480,396		3,480,396
7,582,459		3,159,357		25,813,823
42,933,405	299,141,977	101,923,479	39,928,266	863,027,386

* NOTE: Unused funds connected to programs from NCAs previous strategy period (ending in 2015) are not included in the table.

3. EVALUATIONS CARRIED OUT IN 2016

COUNTRY	TITLE	INTERNAL/ EXTERNAL
Project Evaluations		
Guatemala	Impact evaluation democratic participation and civil society	External
Guatemala	Evaluation of the scope of the cooperation between NCA partner organisations in Guatemala. Case of study: Fundación Solar and its technical support in energy efficiency to CIEDEG and CODEFEM.	External
Afghanistan	Evaluation of the 3 rd phase of the project religious actors for peace in Afghanistan	External
Afghanistan	Building resilient communities for sustainable development and peace: an evaluation	External
Pakistan	To assess and analyse current status of structural and non-structural emergency response projects implemented by NCA and partners.	External
Zambia	Enhancing sustainable livelihoods for poor and marginalised households through land tenure security in three districts of Zambia (SULTS project)	External
Malawi	Narrowing the gap: scaling up adolescents' access to quality information and utilisation of services on HIV prevention, treatment and support – January 2013 to September 2016	External
Malawi	End of project evaluation for the AIDS FONDS Project	External
Malawi	End of programme evaluation: Improving access to quality health care in communities of Malawi	External
Nepal	NCA's response to the Nepal earthquake 2015—16: end of programme report	External
Somalia	Protecting women and girls against sexual and gender-based violence (SGBV), and harmful traditional practices (HTPs) and participation of women in peacebuilding	External
Somalia	Secondary and vocational education evaluation, 2013-2015, in Gedo Region of Somalia	External
Angola	AVALIAÇÃO EXTERNA FINAL DO PROGRAMA DE VIOLÊNCIA BASEADA NO GÊNERO E VIH & SIDA 2011 - 2015	External
Myanmar	Evaluation of "Transparent and Accountable Governance of Oil and Gas Resources in Myanmar" (TAGOR, 2014-2016)	External

NORWEGIAN CHURCH AID'S ORGANISATION CHART AS OF 31.12.2016



Together for a Just World

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

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

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

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