

2011-2014

GLOBAL REPORT ON RESULTS



NORWEGIAN CHURCH AID
actalliance

AFRICA (Total NOK 1,582,474,466)

Country	Total NOK
Sudan - Darfur	256,096,271
Somalia	174,978,513
South Sudan	169,228,895
Mali	153,347,133
Malawi	122,306,043
Zambia	100,199,502
Ethiopia	95,316,849
Democratic Republic of Congo	95,214,365
Angola	85,554,414
Tanzania	84,527,001
Regional Southern Africa	81,666,128
Kenya	64,258,483
Burundi	36,111,919
Eritrea	17,478,886
Western Sahara	15,287,517
Rwanda	8,279,094
Regional Eastern Africa	7,889,717
Mauritania	7,007,155
Liberia	6,634,077
Regional West and Central Africa	1,092,504

ASIA AND MIDDLE EAST (Total NOK 653,142,041)

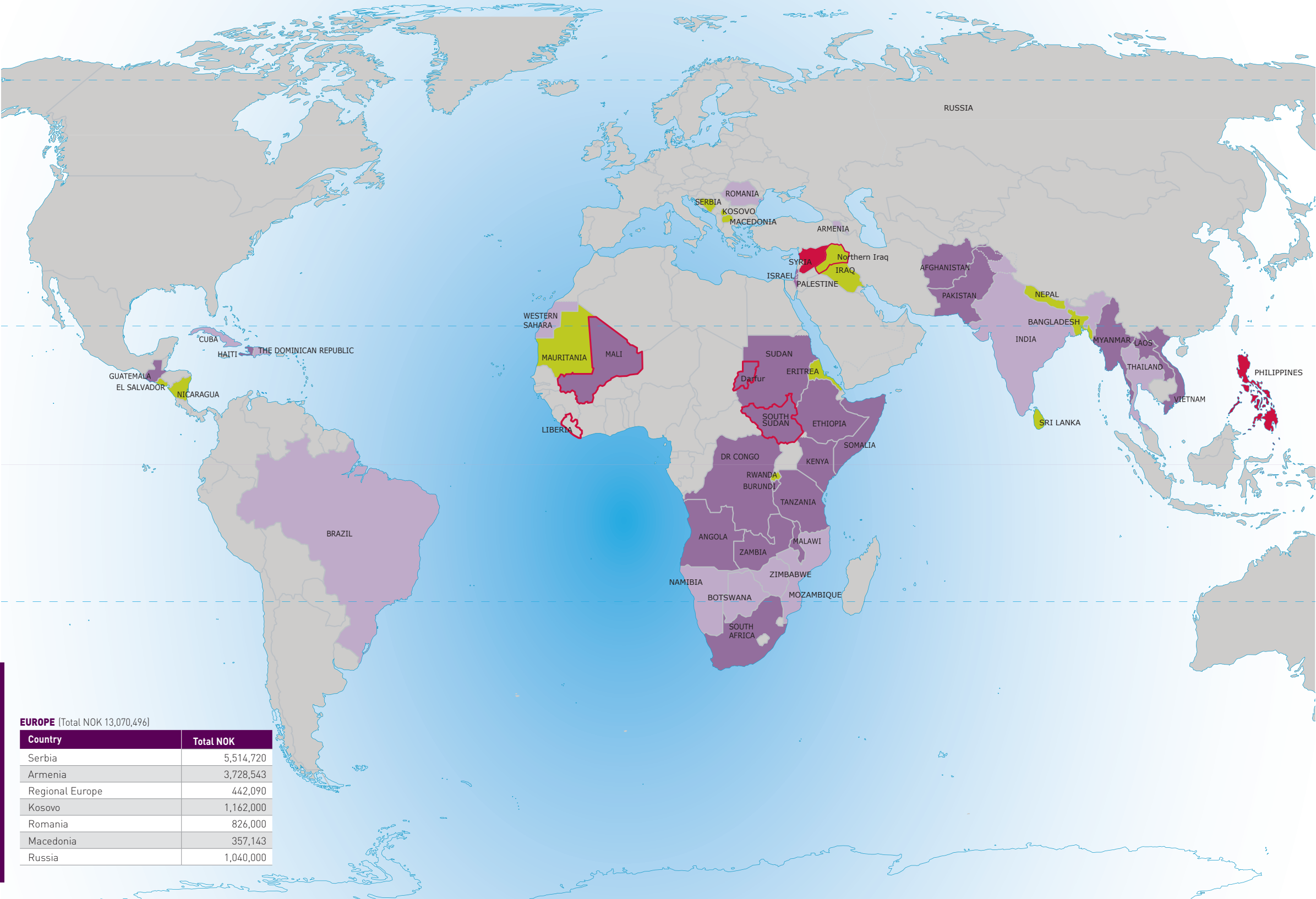
Country	Total NOK
Afghanistan	188,570,502
Palestine	101,936,987
Pakistan	97,162,930
Myanmar	63,588,628
Syria	45,671,541
Laos	42,726,703
Vietnam	28,925,596
Regional Middle East	23,687,982
India	15,887,981
Philippines	13,118,554
Thailand	9,549,203
Iraq	7,351,027
Regional South East Asia	6,534,653
Bangladesh	6,402,241
Sri Lanka	1,370,048
Nepal	657,465

LATIN AMERICA AND THE CARIBBEAN (Total NOK 224,381,360)

Country	Total NOK
Haiti	112,776,208
Brazil	50,259,351
Guatamala	29,901,208
Regional Latin Amerika	16,620,835
Dominican Republic	7,759,435
Nicaragua	4,191,311
Cuba	2,333,012
El Salvador	540,000

EUROPE (Total NOK 13,070,496)

Country	Total NOK
Serbia	5,514,720
Armenia	3,728,543
Regional Europe	442,090
Kosovo	1,162,000
Romania	826,000
Macedonia	357,143
Russia	1,040,000



Norwegian Church Aid country programmes with office

Countries where Norwegian Church Aid supports projects, but ensures the follow-up from another office

Countries where Norwegian Church Aid has faced out the work

Countries with large-scale humanitarian assistance

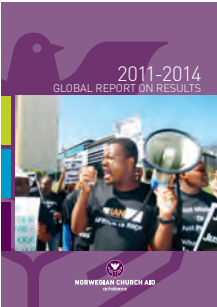
Norwegian Church Aid programme countries with large-scale humanitarian assistance

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

MAP AS PER JANUARY 2015

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FRONTPAGE PHOTO: Amandla Awetu! Power to the People. Activists from all over the world have joined the struggle for economic justice and advocate for a just extractive industry in 2012. In South Africa, people used the former slogans of the anti-apartheid movement in their struggle for economic justice.

Photo: Jane Vogt Evensen/Norwegian Church Aid

Layout and print: GRØSETM

General Secretary Anne-Marie Helland visits a water well constructed at Hissa refugee camp, Central Darfur.
Photo: Hilina Abebe/Norwegian Church Aid



OUTLOOK FROM THE GENERAL SECRETARY

As 2015 is the final year of Norwegian Church Aid's (NCA) current Global Strategy (2011-2015), the report you have in hand attempts to give an overview over our main achievements and challenges in the past 4 years. I can assure you that I am proud and humbled by all the work NCA and our partners have been able to carry out in a challenging global environment!

The world we seek to change is itself rapidly changing. Many things for the better: some countries experience an unprecedented economic growth and more children are being enrolled in school. However, inequality is also increasing – the gap between rich and poor is widening in almost every country. There is a worrying increase in religious extremism followed by conflict, violence and terrorism. This affects the security situation many places and has left millions of people displaced. There is an increasingly difficult and insecure working situation for humanitarian actors, as we have become actual targets for terror and violence.

Compared to the needs, the international humanitarian aid capacity is over-stretched and under-financed. This underlines the need for constantly building local humanitarian response capacity in conflict-prone areas. Whereas international actors lack humanitarian access to Syria, the churches have responded to the crisis from day one – quite like they have been doing for 2000 years in their daily diaconal work except that the volume now is much larger. The churches know their communities, are already present and have a distribution system in place, which implies efficiency. NCA has a significant role in supporting and strengthening these actors to be able to reach a wider community.

Just as faith can be a source of power in achieving genuine positive change and a caring environment, it can also be used destructively and falsely to justify violence and terror. NCA sees it as our task to help strengthen the genuine faith-based voices that call for justice and peace and lead the way through reaching out a hand to their own communities and neighbours, regardless of faith or religion.

We have continued with our core work of challenging the root causes of injustice and poverty. Our most important contribution to change was through bringing new capacities to people and civil society organisations, which has given people the power to change their living conditions. We see so many examples of empowered women, men and faith communities, who have taken their destiny in their own hands and become change agents in their own communities! Some have become



General Secretary Anne-Marie Helland visiting a refugee camp.
Photo: Håkon Haugsbø/Norwegian Church Aid

so deeply engaged in seeking justice and rights that they have brought their concerns to a national or international level – where the big decisions are taken. This report gives a small glimpse of all these stories of how poor and vulnerable people and communities, together with their faith leaders, have stood up and claimed their rights from governments and other actors with power to make a change. I am delighted to say that in many cases the voices have been heard and changes have taken place as a result of efforts by NCA and our partners over the last four years.

Thank you for your interest in our Global Report on Results 2011-2014.

General Secretary Anne-Marie Helland

EXECUTIVE SUMMARY

The focus of this 4-year report is on the results from NCA's international programmes, as it relates to the organisation's Global Strategy (2011-2015). The report covers all NCA's activities, regardless of funding source, and aims to give a comprehensive picture of what we have achieved with the total resources we have mobilised during the period 2011-2014. Norad remains NCA's single largest donor with a total grant of NOK 1.04 billion and this report also constitutes NCA's final Results Report to Norad under the agreement QZA-10/0953. The Norwegian Ministry of Foreign Affairs has been NCA's second largest donor with a total grant of NOK 829 million. NOK 615 million came from fundraising from private individuals, congregations and businesses in Norway. The remainder came from the ACT Alliance and other donors such as the UN. We extend our sincere thanks to all those who contributed financially to NCA's work in the course of these four years.

In 2014, NCA spent a net sum of NOK 782 million (2013: 690 million) on international cooperation (including work in Norway). The total amount spent on international cooperation during the four years was NOK 2.87 billion. Please see **Chapter 2** for an overview of incoming resources and expenditure, including a donor overview.

In 2014, NCA was engaged in 37 countries. 20 of these are focus countries, where we have country offices and full country or regional programmes. In these countries, we work according to an integrated approach, combining long-term development, advocacy and emergency preparedness and response. In other countries, we have limited but strategic support, both long-term development work and humanitarian assistance (see "Where we work").

From 2011-2014, NCA phased out programmes in Iraq, Sri Lanka, Nepal, Bangladesh, Rwanda, Eritrea, Nicaragua, Serbia, Macedonia, Mauritania and Thailand, which was in line with our strategy of reducing the number of country programmes for increased quality and concentrated growth.

2016 will mark the first year of NCA's new Global Strategy (Faith in Action). As part of our aim to strengthen further our capacity to ensure quality programming and increase cost effectiveness, NCA has decided to focus on a smaller number of thematic programmes and to phase out our country programmes in Vietnam, Laos, Kenya and Brazil and to significantly downscale the regional programme in Southern Africa during 2015-2017. Some limited regional activities will also remain in East-Africa.

In this report, we assess our results from different perspectives. **Chapter 1** gives an introduction to who we are, where we work and some highlights from NCA's work with faith actors. **Chapter 3** takes a geographic perspective, presenting a glimpse of what NCA and partners have achieved because of NCA's presence in the programme countries. **Chapter 4** focuses on results from NCA's work to strengthen civil society. **Chapter 5** summarises results related to NCA's global

programmes, and comprises the bulk of the report. **Chapters 6 and 7** present some achievements in NCA's humanitarian assistance and work with advocacy for global justice. **Chapter 8** focuses on lessons learned.

Key results 2011-2014:

- NCA's faith-based partners are taking up new roles in civil society, moving from service provision, increasingly engaging their respective governments and the private sector as agents of change in civil society.
- NCA and partners have made significant contributions to increased transparency and improved governance of public resources in 8 countries. This strengthened community rights in extractive industry operations, and ensured the implementation of public projects securing people's rights to basic social services such as water, health care and education.
- NCA sees a marked reduction in vulnerability to climate change in the majority of the communities we have worked with.
- NCA's climate change mitigation programme has contributed to mitigating greenhouse gases. The energy provided has also allowed rights-holders to increase their own capabilities through household lighting for reading, access to clean cooking fuels and development of local business initiatives.
- Peace committees and interfaith peacebuilding structures supported by NCA have played a crucial role in preventing and resolving conflicts. NCA has also contributed to prevent youth at risk from being (re)recruited into armed groups.
- NCA and partners contributed to reducing stigma and changing social norms by empowering and engaging women and men, faith actors and communities to address gender-based violence (GBV).
- Availability of maternal and neonatal health services has increased as a result of NCA and partners' interventions. This resulted in a decrease in maternal and child mortality rates in some of NCA's target areas.
- NCA has through innovative campaigning, mobilisation and research championed "country-by-country reporting" (CBCR) legislation in Norway and raised it to the attention of decision-makers. Norway introduced CBCR from January 2014.
- NCA and partners responded to five L3 emergencies - the UN classification for the most severe, large-scale humanitarian crises.

Uwebo Sifa from Kivu in DRC was forced to do subsistence farming on poor land. Indigenous people are often victims of structural marginalisation. Being expelled from their original territories by State authorities, they currently have limited or no access to land. This renders many Indigenous people incapable of handling daily life, expenses and social well-being. This makes them one of the most vulnerable groups in Eastern DRC.
Photo: Ramón Sánchez Orense/Norwegian Church Aid

People reached¹:



¹ In our efforts to maintain our accountability to stakeholders, NCA continues to include statistical information throughout the report. Given the breadth and depth of our work, we acknowledge the difficulties in measuring this. We have used our monitoring systems to compile the data, and figures have been rounded as appropriate. We have worked hard to avoid double counting when identifying the number of people we reach. However, there is likely to be some overlap between specific activities as some individuals will be supported in more than one area of work. The numbers are collected on an annual basis, and then added up for the 4 years.

▶ CHAPTER 1

When the civil war flared up in South Sudan, Cecilie found safety for her five children outside the church in Don Bosco. Awe Andrea was born on the move.

Photo: Erik Tallaug/Norwegian Church Aid



1. THIS IS NORWEGIAN CHURCH AID

▶ CHAPTER 1

1.1 WHO WE ARE

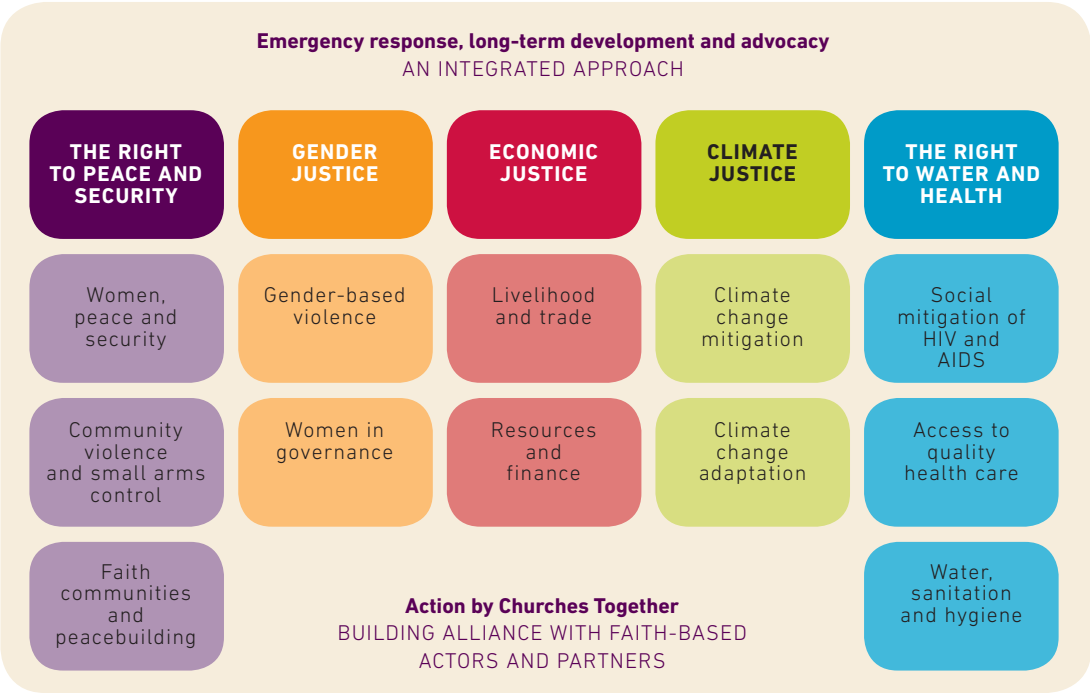
Norwegian Church Aid (NCA) is a diaconal organisation mandated by churches² and Christian organisations in Norway to work with people around the world to eradicate poverty and injustice. NCA provides humanitarian assistance and works for long-term development. We work where needs are greatest, with no intention of influencing people's religious affiliation. Through decades of work in varying contexts, NCA has developed partnerships and positive experiences together with people and organisations rooted in diverse religions and beliefs. In order to address the root causes of poverty, NCA and partners advocate for just decisions by public authorities, businesses and religious leaders.

Committed to international ecumenical cooperation and development effectiveness, NCA is affiliated with the World Council of Churches and is a member of the ACT Alliance. The ACT Alliance, which is a coalition of churches and affiliated organisations working in over 140 countries, was founded in 2010 to increase impact, coordination and learning and to reduce unnecessary duplications among its members. Being one of the founding members of the ACT Alliance, NCA has contributed with staff resources, competence as well as funding for the further development of the alliance and its work. The first period of the Alliance has been signified by establishing, consolidating

and rolling out quality standards and procedures, and holding each member accountable to the same standards. It has also been a phase for developing various platforms, solidifying the arenas for cooperation and moving towards a truly member-driven alliance.

Together with its constituency and key church partners, NCA has sought to identify the strategic consequences of its faith-based identity and how this constitutes a value-added that contributes to building active citizenship and strengthening civil society. In 2013, NCA convened a global meeting in Tanzania with over 50 representatives from key church partners to discuss the global context in which we are all currently operating and how it will affect our work in the years to come. NCA also met with more than 50 of its Norwegian constituents to discuss the same. Our aims were to jointly come to an understanding of how faith-based actors can support people to act as agents for change in a rapidly shifting aid-environment and identify the faith resources that can be mobilised to encourage active citizenship. This consultation gave NCA stronger motivation to keep faith-based actors as core partners. With its partners, NCA will continue exploring and articulating to donors the uniqueness of being a faith-based organisation (FBO) and how this meaningfully contributes to positive changes in the countries where we are present.

TOGETHER FOR A JUST WORLD
Empowering the poor and challenging the privileged



This matrix illustrates our vision and the totality of our work, including how we work, what we work with and with whom.

² The Church of Norway, the Pentecostal Movement in Norway, the Evangelical Lutheran Free Church of Norway, the Free Evangelical Congregations, the Baptist Union of Norway, the Mission Covenant Church of Norway, the Salvation Army, the United Methodist Church in Norway, the Norwegian Sami Mission, the Domestic Seamen's Mission, the Norwegian Universities and Schools Christian Fellowship, the Norwegian YWCA-YMCA. Observer organisations: the Global Aid Network, the Norwegian Council for Mission and Evangelism (NORME), the Christian Council of Norway.

1.2 HIGHLIGHTS FROM NCA'S WORK WITH FAITH ACTORS 2011-2014

South Africa:



Photo: Bergit Sønstebo Svendsen/Norwegian Church Aid

Archbishop Desmond Tutu handed over 200,000 signatures for climate justice to the UNFCCC

We Have Faith – Act Now for Climate Justice was an interfaith, pan-African campaign convened by NCA and partners in the run-up to and during the 2011 UN Climate Summit Conference ("COP17") in Durban, South Africa. During a rally hosted by Archbishop Desmond Tutu on the eve of COP17, the Archbishop handed over a petition with 200,000 signatures to the Executive Secretary of the United Nations Framework Convention on Climate Change, Ms Christiana Figueres. When addressing the rally at King's Park Stadium, Ms Figueres broke down in tears while looking out on several hundred religious leaders, asking the world's leaders to take new steps in the direction of a just climate agreement.

South Sudan:



Photo: Håkon Haugsbo/Norwegian Church Aid

NCA responds to humanitarian crisis through the church network

The long-standing relationships and close cooperation with the churches made it possible for NCA to play a key role in assisting church partners to form a unified church voice as well as facilitating their presence in Addis Abeba during the peace talks in 2014. The fact that NCA has a long-term partnership with a church network that is locally rooted has enabled humanitarian access to certain conflict zones in order to provide humanitarian assistance, where other actors have less access.

Guatemala:



Photo: Josué Navarro/COPAE, Guatemala

Catholic Bishops speak out in defence of excluded groups

The Catholic Bishops in the areas most affected by extractive industries, among them Monseñor Álvaro Ramazzini have for several years been speaking out in defence of the rights of the most excluded groups in Guatemala, particularly the indigenous Maya people, who are neither consulted, listened to nor taken into account when big mining and hydroelectric projects are being installed. The moral weight of the Bishops' words and actions makes them important companions for the excluded groups.

Vietnam:



Photo: Norwegian Church Aid, Vietnam

Buddhist monks enabled to do social work

Through the support of NCA, the faculty of social work of the Buddhist University (BU) in Ho Chi Minh City was re-established in 2012 and NCA has since assisted the BU in teacher trainings and the development of curriculum. The training courses for monks and nuns will make a difference in perception, skills, working methods and approaches towards development and social work, establishing a broader platform than the traditional style of charity work. In 2015, the first 37 students will graduate and become important social mobilisers within Buddhist institutions across Vietnam, strengthening the community outreach work.

South Africa:



Photo: Norwegian Church Aid, South Africa

Faith-based organisations promoted the rights of LGBTI³

As part of an effort to promote the rights of groups facing discrimination, two of NCA's faith-based partners in Southern Africa, INERELA+ (International Interfaith Network of Religious Leaders Living and Affected with HIV/AIDS) and IAM (Inclusive Affirming Ministries) have pioneered dialogue with religious leaders and faith communities to promote safe spaces and inclusion for LGBTI. In 2013, during the 10th World Council of Churches' Assembly IAM and others facilitated two side-events entitled "Conversation: Creating Safe Space for Sexual Orientation and Gender Identity" with African elders and leaders represented, the main outcome being a pronounced standing in solidarity with LGBTI people.

Somalia:



Photo: Norwegian Church Aid, Somalia

Religious leaders engaged in anti-piracy campaigns

In 2012, NCA supported 15 core teams of religious leaders who conducted a number of anti-piracy campaigns and Friday 'Ijuma' sermons in mosques embedded with an anti-piracy message: Piracy is "haram", forbidden by Islamic law. In total, the awareness-raising campaigns reached 1,250,000 people. Due to the status, legitimacy and respect that religious leaders enjoy in Somalia, the communities responded positively to the anti-piracy campaigns, and an initial assessment revealed that the prevalence of piracy activities had gone down in the target areas.

Tanzania:



Photo: Norwegian Church Aid, Tanzania

Religious leaders from different faiths have become key actors in public policy discourse

Over the past four years, Tanzanian religious leaders have come from the periphery of policy dialogue to the centre of engagement in public policy discourse and have contributed towards significant changes in Tanzanian Mining law and Oil and Gas policy.

Zanzibar, Tanzania:



Photo: Kristin Morseth/Norwegian Church Aid

Interfaith alliance addressed violence between religious groups

The strategic interfaith alliance Religious Leaders Peace Initiative responded to an escalating conflict scenario in Zanzibar in 2013. The religious leaders were able to address instances of violence between religious groups on the island.

Afghanistan



Photo: Tamkin/SDO

Women participated in peacebuilding alongside religious leaders

In 2013-2014, ten women were engaged alongside male religious leaders in NCA's project on mobilising religious actors for peace. Through exposure to other Islamic societies there was an increased awareness that democracy and socio-economic progress is compatible with Islamic teachings and practice.

Pakistan:



Photo: Margrethe Volden/Norwegian Church Aid

Religious leaders contributed to prevent escalation of violent conflict

Two prominent religious leaders contributed to prevent an escalation of a violent conflict between Shia and Sunni groups. They organised several conferences during which central religious leaders from Sunni and Shia denominations publicly refuted the use of violence and called for a peaceful solution of the situation.

Mali:



Photo: Norwegian Church Aid, Mali

Imams preached that Female Genital Mutilation (FGM) is not in line with Islam

In 2013, Malian imams gave 50 sermons conveying the message that FGM is not in line with Islam and has negative effects on girls and women. Here Maichata Doumbia, an Arabic teacher, gives her message. This created debates and reduced the number of people strongly upholding the practice.

East Africa:



Photo: Norwegian Church Aid, Kenya

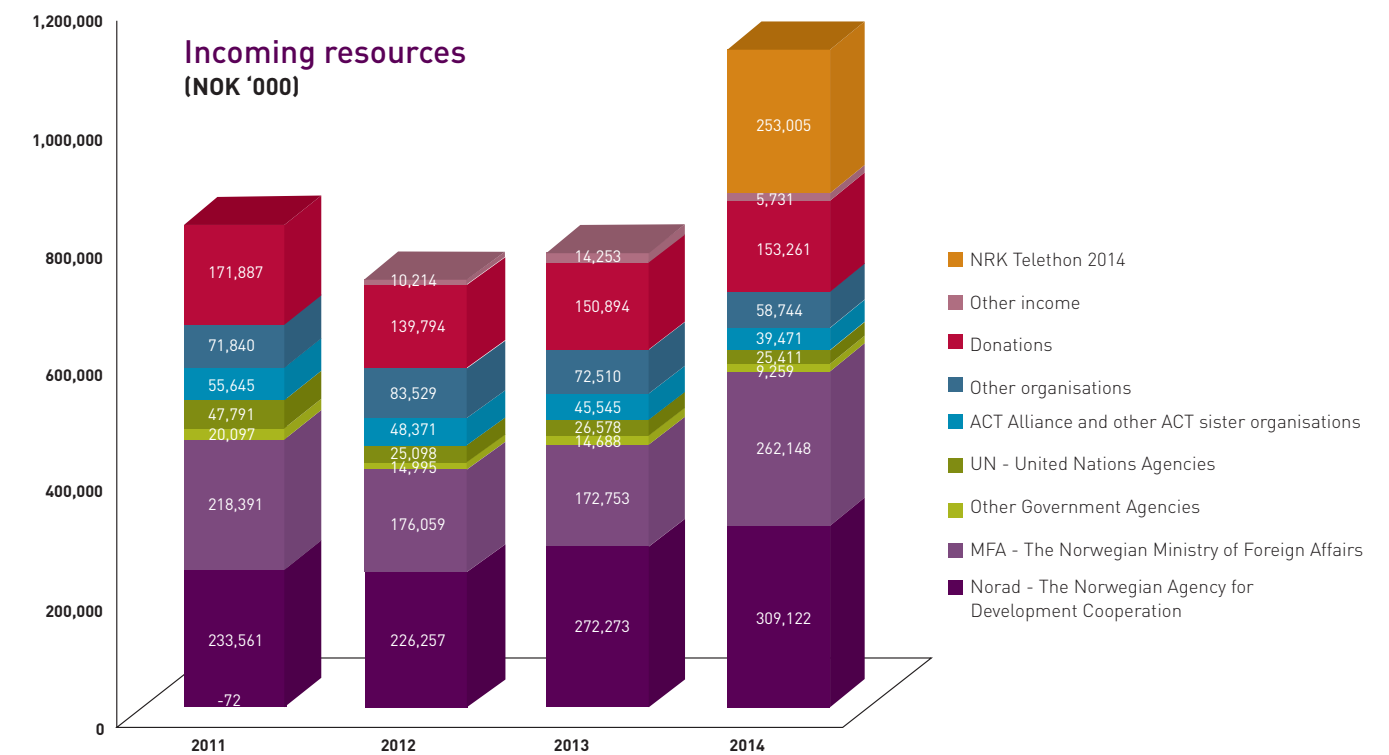
Alliances developed between faith actors and the African Union

In 2013, NCA's strategic partners All Africa Conference of Churches (AACC) and Africa Council of Religious Leaders (ACRL) signed a Memorandum of Understanding with the African Union (AU). The AU has suggested linking the AACC with its own "Council of the Wise", a sign that the alliances are developing and religious leaders are gaining access to important arenas where peace initiatives are discussed.

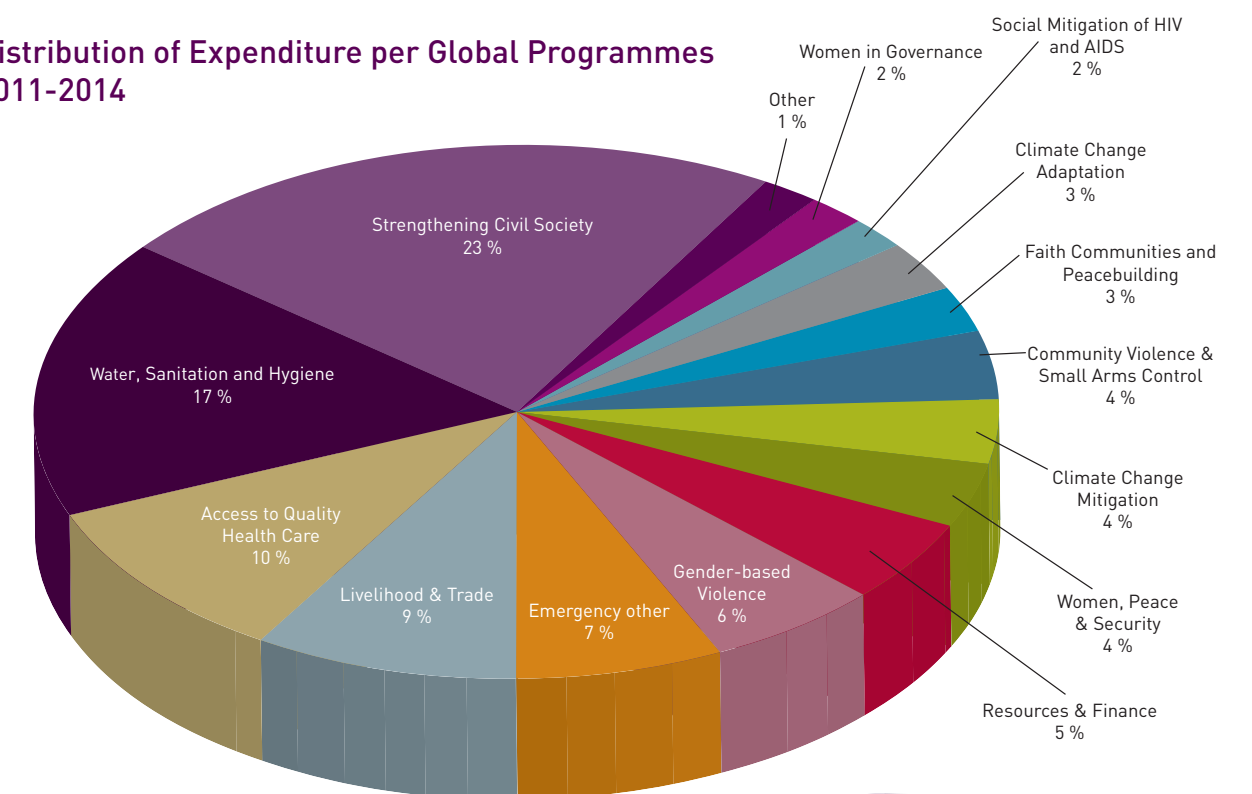
³ Lesbian, gay, bisexual and transgender.

Agnes, a 12 year old girl from Tanzania, became the symbol of the Norwegian Broadcasting Corporation's (NRK) telethon in 2014. Every day she spent five hours fetching water. A TV crew accompanied her on the road, and it was obvious that a water tap would make a difference in her. The result of the telethon was overwhelming with more than NOK 250 million collected
Photo: NRK telethon

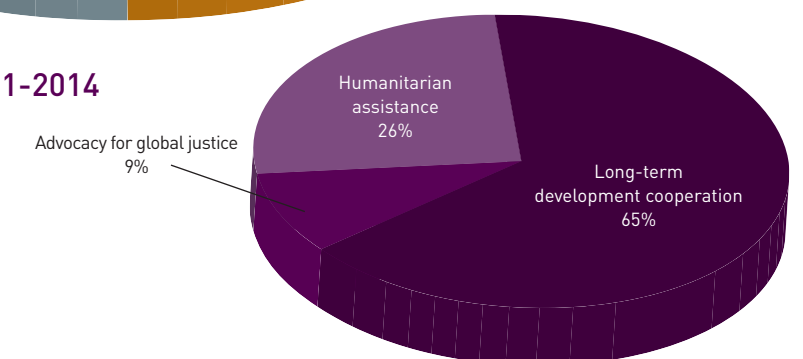
2. INCOMING RESOURCES AND EXPENDITURE 2011-2014



Distribution of Expenditure per Global Programmes 2011-2014



How we spent the money 2011-2014



Funding from Norwegian Government Agencies

Norad: NCA's main donor from 2011-2014 was Norad. A substantial part of the funding administered by Norad in this period was channelled via special agreements negotiated between NCA and Norwegian Embassies. Over these four years, the Cooperation Agreement with Norad was stable at about NOK 157 million per year, while specific agreements with Norwegian embassies and other Norwegian restricted government funding have varied between NOK 68-151 million annually. In 2014 NCA's funding from special agreements was almost equal to the funding from the Cooperation Agreement with Norad.

From 2011 to 2012 there was a considerable decrease in the total funding from Norad mainly due to reductions in agreements signed for Eritrea and Somalia. The increase from 2012 to 2013 was largely because the handling of the agreements on Afghanistan, Sudan and South Sudan was moved from the Norwegian Ministry of Foreign Affairs to Norad and became part of the Cooperation Agreement. In 2013, NCA also received specific funding for our global Resources and Finance programme. The increase in 2014 was mainly due to an expansion of the Angola country programme and the new agreement focusing on gender-based violence in Somalia.

Norwegian Ministry of Foreign Affairs: The funding from the Norwegian Ministry of Foreign Affairs (NMFA) consists of humanitarian as well as transitional funding. The humanitarian funding is based on the need for humanitarian assistance worldwide and has varied from year to year, based on occurrences of natural disasters, conflicts and war. Transitional funding has changed with political priorities. NCA's funding from the NMFA and the Royal Norwegian Embassies peaked in 2014 with NOK 262 million and was at its lowest in 2013 with NOK 173 million. The decrease in 2013 can be explained by a shift in funding for the Afghanistan, Sudan and South Sudan agreements from the NMFA to Norad. The crises in Syria and South Sudan were the main reasons for the increase in the funding from the NMFA in 2014. NCA and the NMFA has a Cooperation Agreement regarding water, sanitation and hygiene (2013-2015).

Global donors

NCA saw the need to increase and diversify its funding base from the start of the strategic period. This was in order to scale up significant aid interventions and reduce the risk of becoming too dependent on Norwegian government funding. Since then, NCA has worked in a structured and systematic manner to obtain funding from global donors. A team of global funding advisors was created in 2011 with the aim of increasing income from global funds. This team provided capacity building to staff in NCA's country offices, supported proposal writing and cultivated strategic relationships with institutional donors at both head office and in-country levels. Despite the challenges in fostering relationships with

global donors and the changing donor landscape during the past four years, NCA is now more than ever prepared and equipped to diversify its funding base. Global donors such as USAID, UN OCHA, DFID, EuropeAid, UNHCR and the WFP among others are some of NCA's new global donors. This new funding has allowed NCA to strengthen its systems and structures in order to meet new donor requirements, improve NCA's ability to plan and implement projects funded by global donors as well as enhance its cooperation with other ACT Alliance sister organisations in order to access large-scale global funds.

Collected private donations

More than half a million Norwegians financially support NCA's work each year through one-time or recurring donations, church offerings or by participating in NCA's annual Lenten campaign. Donations from Norwegian donors have moderately increased from 2011-2014, reaching a total of NOK 153.2 million in privately raised funds in 2014. In addition, NCA, through a competitive process, was selected as the beneficiary of the Norwegian Broadcasting Corporation (NRK) national telethon in 2014. The campaign "Water Changes Everything" raised a total of NOK 253 million, marking an all time record for funds ever raised through the annual NRK telethon. It demonstrated that NCA is highly regarded among the general Norwegian population. The funds from the NRK telethon are restricted, and more than 1 million beneficiaries will receive sustainable access to clean and safe water, sanitation and hygiene over the next five years.

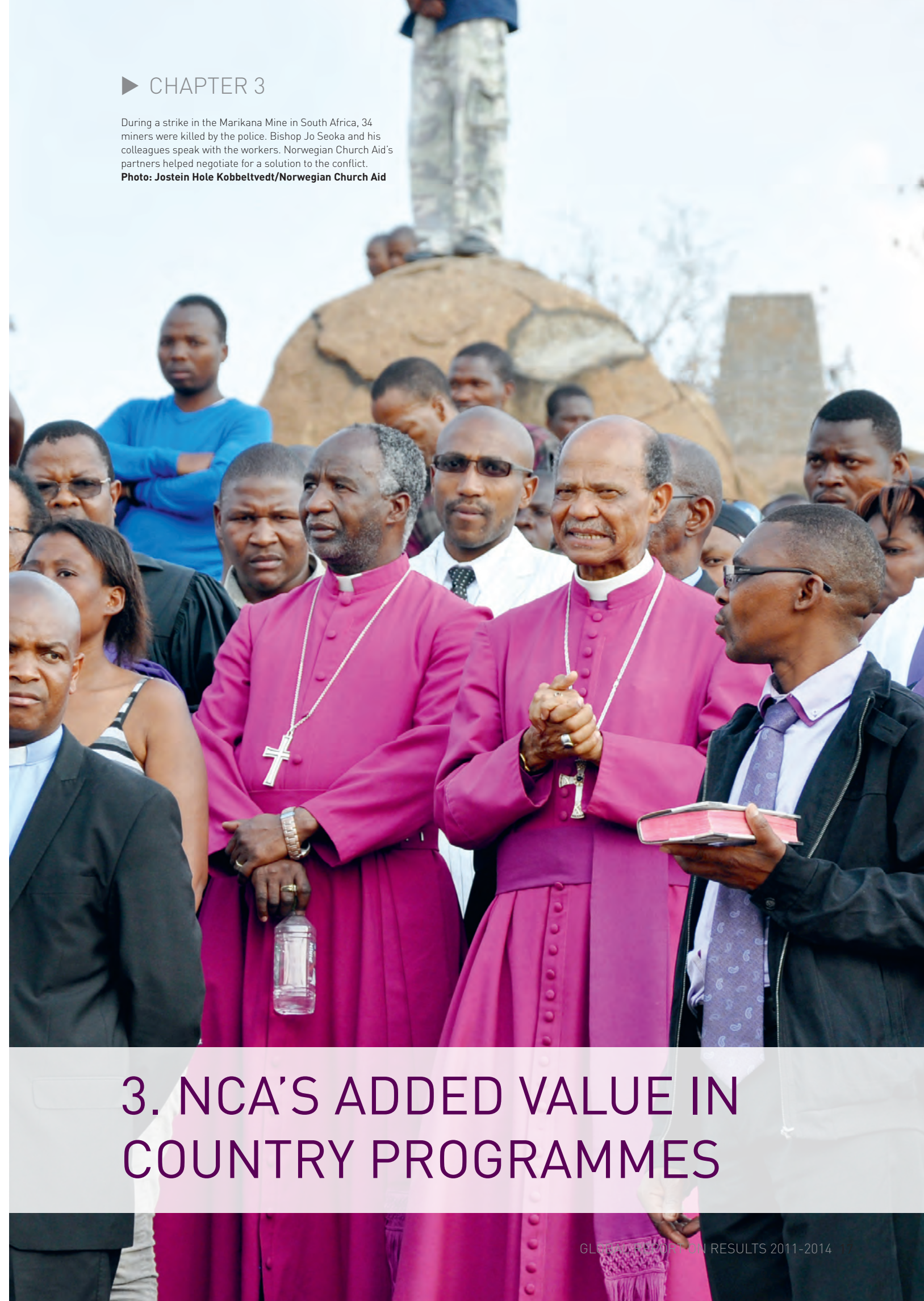
The total amount of annual donations depends on funds collected for specific emergency response operations. In 2011, NCA raised funds for those affected by the severe drought at the Horn of Africa and by the massive floods in Pakistan. In 2013, NCA raised funds for local communities affected by the Typhoon Haiyan in the Philippines. NCA's Norwegian constituencies provide strong support to the diaconal work. On top of this, NCA annually raises more than NOK 13 million through long-term partnerships with corporate donors in Norway.



Poster from NRK's telethon 2014.
Photo: POL/NRK's telethon

During a strike in the Marikana Mine in South Africa, 34 miners were killed by the police. Bishop Jo Seoka and his colleagues speak with the workers. Norwegian Church Aid's partners helped negotiate for a solution to the conflict.

Photo: Jostein Hole Kobbeltvedt/Norwegian Church Aid



3. NCA'S ADDED VALUE IN COUNTRY PROGRAMMES

3.1 AFRICA

In 2014, NCA was present through country offices in the following countries in Africa: Angola, Burundi, DRC, Ethiopia, Malawi, Mali, South Sudan, Sudan, Tanzania and Zambia. NCA also had area offices in South Africa, covering South Africa, Zimbabwe, Mozambique, Namibia and Botswana, and in Kenya, covering Kenya and Somalia.

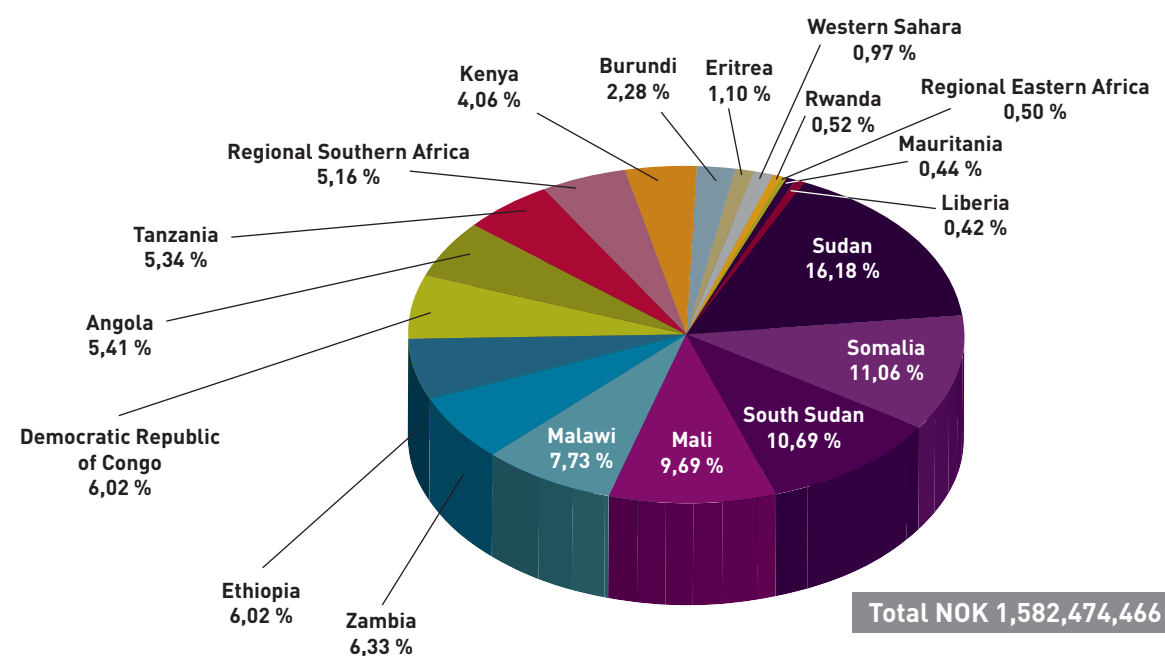
NCA has a long history in Africa, with more than 40 years' presence in Sudan/South Sudan and Ethiopia, 30 years in Mali and more than 20 years' presence in Somalia and Kenya. NCA, as the last international NGO, was ordered to leave Eritrea in 2012. NCA ended its work in Mauritania in 2012, and in parallel with the closure of the Rwanda office in 2012/13, the offices in Burundi and DRC were strengthened. In Zambia, the former NCA country programme has been fully merged

with Christian Aid and DanChurchAid into a Joint Country Programme. In 2011, after the independence of South Sudan, the NCA country programme in Sudan was split into two; a Sudan and a South Sudan country programme.

NCA will phase out its Kenya country programme and significantly downscale its regional programme in Southern Africa during 2015-2016. Some limited regional activities will be kept also in East-Africa.

Total expenditures per country 2011-2014

COUNTRY	TOTAL NOK		
Sudan	256,096,271	Regional Southern Africa	81,666,128
Somalia	174,978,513	Kenya	64,258,483
South Sudan	169,228,895	Burundi	36,111,919
Mali	153,347,133	Eritrea	17,478,886
Malawi	122,306,043	Western Sahara	15,287,517
Zambia	100,199,502	Rwanda	8,279,094
Ethiopia	95,316,849	Regional Eastern Africa	7,889,717
Democratic Republic of Congo	95,214,365	Mauritania	7,007,155
Angola	85,554,414	Liberia	6,634,077
Tanzania	84,527,001	Regional West and Central Africa	1,092,504



External factors that have impacted NCA's priorities in Africa:

The African region has seen rapid economic growth while at the same time increasing insecurity and instability. As a consequence of the civil war that broke out in South Sudan in late 2013, NCA adjusted its programme to respond to the humanitarian crisis, while continuing rehabilitation and long-term development assistance. In northern Mali, after the coup d'état of the government by rebel groups in 2012, the situation has been volatile. NCA's long-term partnerships with organisations rooted in local communities have made it possible to carry out humanitarian and long-term development work under challenging circumstances (see chapter 6.2). The situation in eastern Democratic Republic of the Congo (DRC) has seen continued instability with attacks on local populations by rebel groups, displacements of people and the government attempting to disarm and demobilise armed groups - which has led to increased

tension. NCA has responded to the crises with water and hygiene activities in camps for internally displaced people (IDP) and host communities, and with concerted efforts against gender-based violence (GBV).

The trend of shrinking political space for civil society action has continued, with several countries in the region such as Ethiopia, Kenya, Angola and Zambia introducing new and restrictive legislations to regulate civil society. These policy changes challenge the independence of NGOs in these countries and provide challenges for the work of NCA and partners.

NCA has contributed to major achievements in African countries. Significant for these achievements in most contexts was NCA's partnership with faith-based organisations (FBOs), as the examples from Ethiopia and Tanzania below show, and with locally rooted civil society organisations (CSOs), illustrated with the case from Somalia.

ETHIOPIA:

Partnerships with FBOs led to sustainable change

Between 2011 and 2014, NCA partnered with six development organisations connected with the largest Ethiopian faith groups, representing more than 90% of the population. NCA's ability to facilitate interfaith action and collaboration is an important asset in the Ethiopian context. One example of results achieved through these partnerships includes a positive shift in attitudes and practices related to Female Genital Mutilation (FGM) in targeted communities, through working with existing social structures like churches, mosques and customary systems as entry-points to discuss FGM. Faith actors have been able to address this issue with their congregations through a faith perspective.

NCA played a role in building partners' and own capacity to identify spaces and opportunities to respond in an environment with limitations for civil society. This was done by facilitating partners to strategically work with local government, Community Based Organisations (CBOs) and FBOs. In addition, NCA supported partners and rights-holders at grassroots to work with the local government structures. This has contributed to opening the space somewhat for NCA's partners to work on issues such as FGM and other harmful practices.

TANZANIA:

Faith leaders have built a social movement on economic justice

FBOs have worked alongside NCA as core partners since the inception of NCA's country programme in 2007. NCA has played a significant role in mobilising faith-based actors against economic injustice and helped build a solid social movement against poverty. NCA's operational strategy of linking the faith-based actors with experienced resource partners has contributed towards cumulative competency, wider coverage and reach across the 42 districts in Tanzania. As of 2014, NCA is one of the largest and most influential international NGOs in Tanzania. For the past four years NCA has leveraged on these comparative advantages to engage religious leaders, government institutions, policy makers, private sector and communities for economic and social transformation.

The outcome of this strategic engagement has led to several considerable achievements. Faith-based actors are now key actors in Tanzania's democracy process. NCA's support to faith-based actors has widened the public debate about the country's preparedness to have a natural resource based economy. Civil society and citizen pressure for good governance and increased transparency of the extractive sector has increased. There is also increased competence and confidence among communities to take up action and demand accountability, and increasingly, the government sees the importance of community and religious leaders' involvement in policy and decision-making processes.

SOMALIA:

Vulnerable people's life conditions improved in a challenging context

In Somalia, the situation during the last four years has shifted from periods of relative peace and political stability to political turmoil and insecurity. Working with Somalia requires a high level of sensitivity to the changing contexts and flexibility in programming, a balancing act that NCA staff and partners have managed well, demonstrated by a continuous presence and work in the troubled Gedo region.

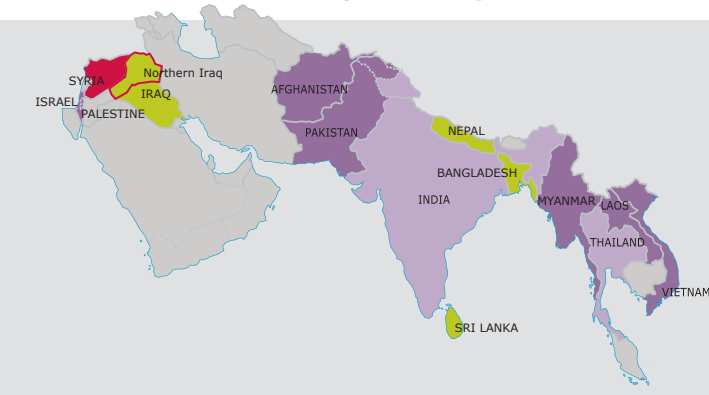
In 2012, Al-Shabaab, which is fiercely opposed to any Western intervention, banned food aid in the areas it controls (some of which are NCA operational areas) and kicked many relief organisations out. Al-Shabaab imposed severe sharia law on women and banned a total of 16 agencies. Despite this move, NCA was able to continue its operations uninterrupted due to community support. Existing community structures, in which NCA has invested, provide essential platforms for local ownership as well as legitimacy for NCA's continued presence in Somalia.

Despite an extremely challenging context, NCA and its local partners have achieved a number of results in sectors such as livelihood and trade, GBV, peacebuilding and WASH. Particularly through the WASH programme, NCA had an important impact reaching 559,200 rights-holders with improved water access and securing appropriate sanitation facility access for 124,400. The programme enhanced coordination between the public and the private sector of sustained water management, and built the capacity of Somali partners and communities on emergency preparedness and response. More importantly however, safe access to potable water and appropriate hygiene behaviour resulted in improved health and a safer and more dignified environment for girls and women.



Norwegian Church Aid and our local partner Bani Adam ensure clean drinking water for Mumin (6) and tens of thousands of other refugees in Mogadishu, Somalia.
Photo: Arne Grieg Riisnæs/Norwegian Church Aid

3.2 ASIA AND THE MIDDLE EAST



In the period 2011-2014, NCA had area offices for the Middle East in Jerusalem and for Laos, Thailand and Myanmar in Vientiane. A country representation for Myanmar was established in 2014. NCA also had country offices in Afghanistan, Pakistan and Vietnam and a sub office in Thailand. The projects implemented in India and the emergency responses in the Philippines in 2013-2014 were followed up from Oslo.

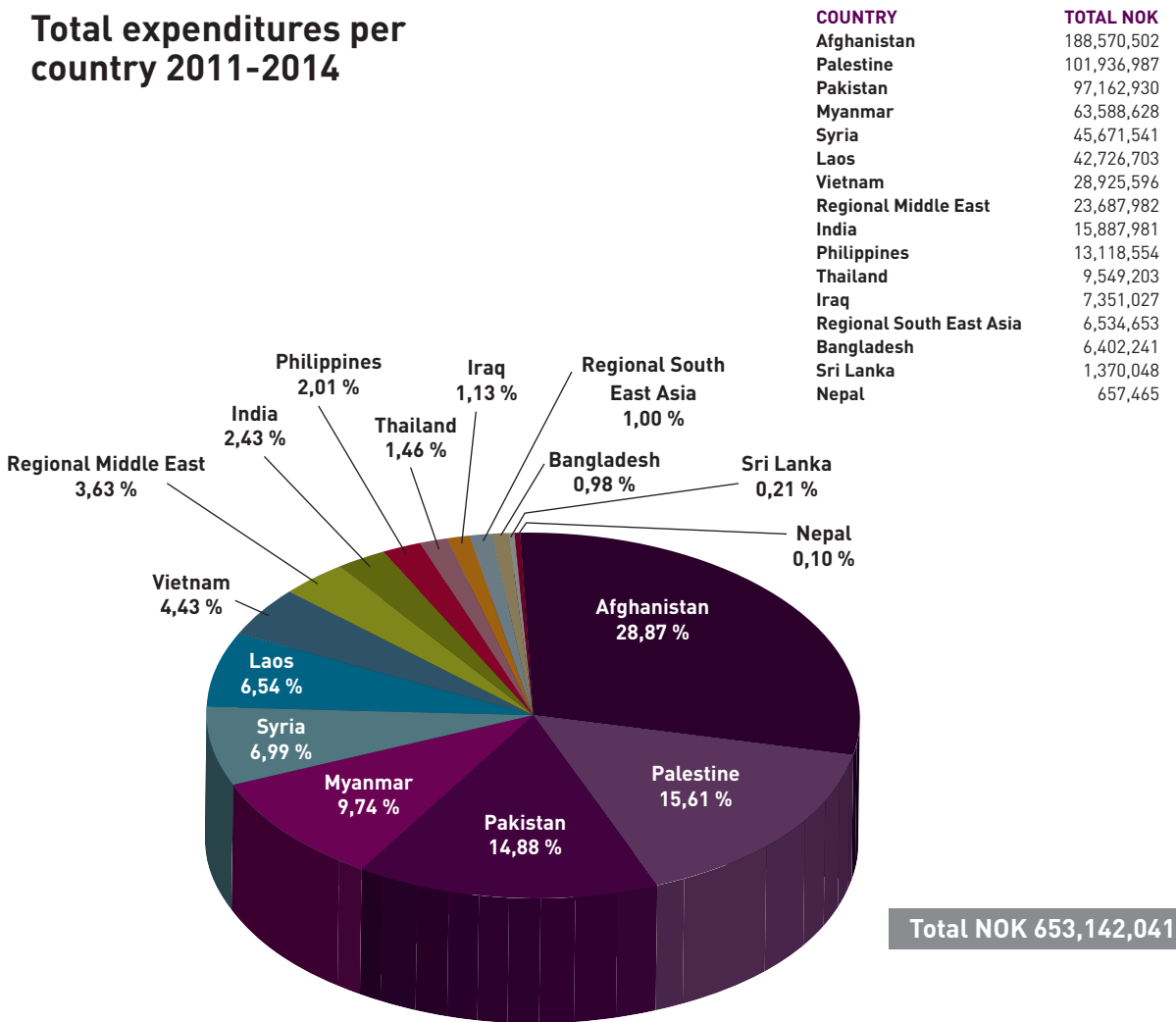
Partnerships in the Middle East date back to the 1950s, while NCA has been present in Afghanistan and Pakistan for more than 30 years and has carried out programmes in Southeast Asia since the early 1990s.

NCA phased out of Iraq, Sri Lanka, Nepal and Bangladesh in 2011 and Thailand in 2014. NCA will also phase out its country programmes in Laos and Vietnam in 2015-2017.

The following external factors have impacted NCA's priorities in Asia and the Middle East:

A rapidly deteriorating political and security situation and corresponding increase in humanitarian needs in the Middle East and South Asia have challenged NCA's programming and management. NCA has established a significant humanitarian response for Syria and

Total expenditures per country 2011-2014



Northern Iraq. In Afghanistan and Pakistan, NCA has increased its focus on mobilising religious actors for peace and tolerance for pluralism. Improvements in the political and conflict situation in Myanmar have opened up new opportunities for NCA and partners, including FBOs. Government restrictions on civil society in Laos have impacted negatively on NCA's strategy for greater engagement with this sector, while in Vietnam the NCA office has been able to build a country programme

focused on the mobilisation and capacity building of faith-based civil society actors, and with partner-based project implementation.

During the period 2011-2014, through close collaboration with partners in Asia and the Middle East, NCA has strengthened civil society, empowered marginal groups and responded to humanitarian needs. These achievements are illustrated by the two country cases from Afghanistan and Palestine below.

AFGHANISTAN:

Women empowered to participate in peacebuilding alongside religious leaders

Since the end of the 1970s, Afghanistan has faced a set of complex security challenges, destructive conflicts, human rights violations and a weak governance structure. NCA's development and peacebuilding interventions, which aim at building more resilient communities, have contributed to improving the situation on community level. Building women's confidence and strengthening their social role and status was the first priority and step towards women's participation. From 2013, NCA started focusing more directly on women's participation in peacebuilding. This took place in a context where cultural stereotypes, social practices and illiteracy hinder women's participation in society.

NCA's long-term presence in Afghanistan and long-standing cooperation with partners, mainly at community level, has contributed to creating trust among communities and religious and political leaders. The position has opened up doors to address culturally and politically sensitive issues such as women's participation and peacebuilding. NCA and partners have made significant progress in advancing Afghan women's socio-economic and political empowerment.

Progress in bringing women into peacemaking at the community level can be illustrated by the 1,000 women who have participated in women's peace shuras (Councils⁴). Women have gained confidence and increased knowledge and skills to deal with conflicts at community level. Although the women's peace shuras' activities were limited to family level conflict resolution, it is a major achievement in the Afghan cultural and political context, where women's participation in a training session in itself is a challenge. NCA and partners also facilitated nine district women peace shuras with representatives from 70 communities, which strengthened the outreach of female peace actors. In Daikundi province, one such shura solved eight conflicts over water and inheritance.

In 2014, ten women were engaged alongside male religious leaders in NCA's project on mobilising religious actors for peace. Through exposure to other Islamic societies there was an increased awareness that democracy and socio-economic progress is compatible with Islamic teachings and practice. An evaluation found that the women gained confidence through the project and were actively using their new knowledge afterwards.

To increase women's participation in the Afghan society, men need to increase their acceptance of women's rights. In one district, elders and religious leaders were not ready to accept women's participation. After a series of dialogue sessions however, they were convinced that women have the right to participate and now women are allowed to have their meetings in mosques and are consulted by the elders as this quote illustrates:

"I was not willing to work with women, but now I know it is very important to work with women in order to bring peace." Mobilising Religious Actors for Peace participant (male)



Photo: Jim Holmes/Norwegian Church Aid



Photo: Ingar Evje/Norwegian Church Aid

PALESTINE:

Ecumenical accompaniers have provided protection to Palestinian communities

NCA accompanies churches and partners in Israel and Palestine who speak out against political and religious extremism and violations of human rights and humanitarian law. NCA also aims to strengthen the understanding of the conflict among decision-makers, the general public, and particularly among Norwegian congregations.

NCA and ecumenical partners⁵ have jointly supported the World Council of Churches' Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI), founded in 2002 upon a request by church leaders in Jerusalem for an international protective presence and advocacy towards an end to the Israeli occupation. NCA coordinates the Norwegian contribution and is responsible for recruitment, training, deployment and follow-up of 16 Ecumenical Accompaniers (EAs) annually. A total of 60 Norwegians have volunteered as EAs during the reporting period, together with EAs from 23 other countries.

The accompaniers have provided protection to Palestinian communities on the West Bank, who are vulnerable to settler communities' violence and military harassment. The programme has provided a systematic documentation of incidents of settler and military violence, house demolitions, land confiscations, army incursions and child arrests. 473 incident reports were submitted in 2014 alone, and these reports are increasingly being used as references by The UN Office for the Coordination of Humanitarian Affairs (OCHA), The Office of the United Nations High Commissioner for Human Rights (OHCHR) and other agencies. Accompaniers also monitored school children and teachers' safe access to schools across the West Bank. A headmaster expressed the following about EAPPI's impact on the situation: *"When Israeli soldiers and settlers come into the school, students are afraid to come to school the next day. They express their fear in their artwork; drawing pictures of soldiers shooting guns. When EAPPI is here, soldiers and settlers don't come. We hope you continue to come here."*

Another important task for the accompaniers has been to receive and guide government officials and representatives from churches and religious communities visiting the West Bank. NCA has facilitated many such visits during this period. Upon their return to Norway, the accompaniers have shared their eyewitness accounts with a diverse group of audiences including decision-makers in Norway, congregations in the Church of Norway and various religious communities, thereby contributing to raising Norwegian's awareness about the complex situation in Palestine.

As NCA's role has partially been to communicate testimonies of the situation on the ground to Norwegian congregations, collaboration with Palestinian, Israeli and international actors has proved to be strategically noteworthy.

⁴ The communities in rural Afghanistan follow a traditional pattern of conflict prevention and transformation through community councils known as Jirgas or Shuras, which are committed, well known and respected by the constituencies.

⁵ The Church of Norway (Council on Ecumenical and International Relations), the Christian Council of Norway and YMCA-YWCA Global.

3.3 LATIN AMERICA AND THE CARIBBEAN

Between 2011-2014, NCA has been present in Latin America and the Caribbean through the country offices in Guatemala and Haiti. The Haiti office also managed the programmes in the Dominican Republic, and from 2014 took over the responsibility for partners in Cuba. NCA's country programme in Brazil was followed up from Head Office. NCA phased out its programme in Nicaragua in 2012 and will phase out the Brazil programme in 2015/2016.

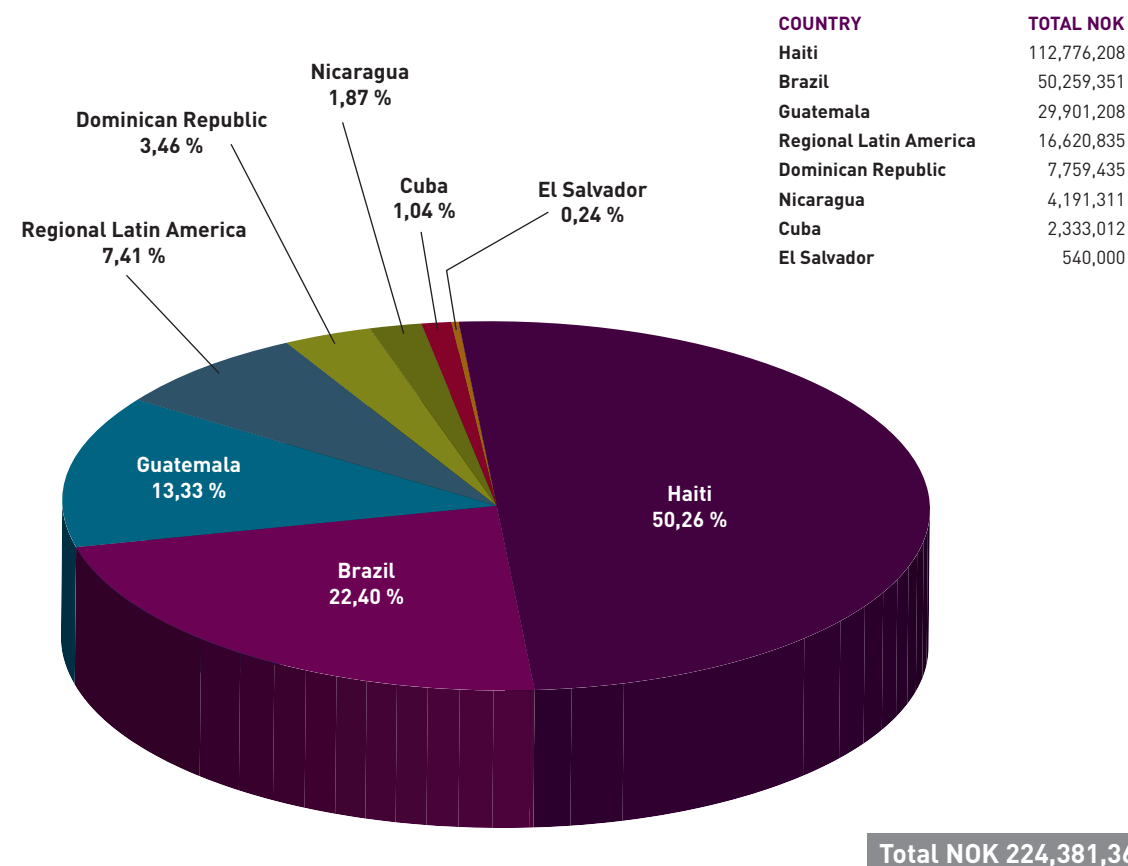
In the aftermath of the earthquake in Haiti in January 2010, NCA and partners assisted rights-holders with basic necessities, primarily water services. In parallel, we continued addressing the deeper structural issues keeping Haiti from advancing, such as community violence. These challenges were exacerbated after the natural disaster, making it more challenging to operate, but also more important to act.

NCA's long-term presence, broad network and experience from working with binational questions put NCA in a good position to effectively respond together

with partners to the increased tension between Haiti and the Dominican Republic and the deterioration in the human rights situation of Haitian migrants and their descendants. At the time of writing this report, NCA is preparing to respond to the announced deportations of those who have not been granted citizenship or residence permit.

Between 2011 and 2014, NCA and partners have significantly strengthened the rights of vulnerable communities such as indigenous peoples in Guatemala and Brazil, illustrated by the following example from Guatemala.

Total expenditures per country 2011-2014



Women's participation in the community's decision-making, 31 de Mayo, Guatemala 2014.
Photo: Jostein Hole Kobbeltvedt/Norwegian Church Aid

GUATEMALA:

Indigenous women were empowered to raise voice and participate in public life

NCA started to work in Guatemala after the earthquake in 1976. This long-term presence and faith-based identity has enabled NCA to work with indigenous communities and support them in claiming their rights. NCA has managed to mainstream gender and secure a focus on women's rights in all projects and with all partners.

One major result is that more than 1,700 women, most of them indigenous, now participate actively in 24 municipalities in Guatemala. This has increased their direct involvement in decision-making processes both at local as well as national level. These processes of capacity building have led to important advocacy actions and results, including the allocation of funds for three indigenous municipalities to initiate concrete projects, planned and negotiated by women, and the creation of a municipal board of women in three municipalities.

NCA's strong focus on women's rights has transformed power relations within partners' structures and led to more inclusive and sustainable projects. By bringing on board women's organisations' conceptual awareness, the majority of the partners in Guatemala have developed gender policies. Furthermore, in 2013, the ACT National Forum in Guatemala launched the report *Gynocide against indigenous women*. The report demonstrates how indigenous women are exposed to different types of violence and explains how the combination of conditions severely affects the lives of indigenous women and girls. The report has helped NCA understand better the context in which it operates in relation to the challenges and obstacles of indigenous women.

NCA has also secured indigenous people clean energy access. Community managed micro-hydropower plants⁶ have been a welcomed energy source alternative in a context where large hydropower projects have resulted in severe conflicts between indigenous peoples and the energy industry. The piloted community-based micro-hydropower plants have become pockets of participatory local governance, while also fulfilling the right to energy, providing basis for income generation and securing self-determination and the responsible use of natural resources.

⁶ Two were constructed by 2014, one as part of the CCA programme and one part of the R&F programme.

3.4 EUROPE

During this strategic period NCA was working in six European countries: Serbia, Kosovo and Macedonia, which were phased out between 2011 and 2013, and Armenia, Romania and Russia. NCA started working in Romania in 2013 and will end the work in Armenia in 2015.



NCA's assistance to the Balkans dates back to the 1990s. NCA's partners in the region are primarily church-based organisations and NCA has played a considerable role in mobilising these faith actors for social change. During the past four years, NCA's contribution to Serbian partners has been the most significant. NCA has empowered Roma communities, which gained sustainable livelihoods both in Serbia and Romania.

In Romania, NCA and its partner supported marginalised people, most of them Roma. This effort is still at inception stage, but results so far show improved health and access to social services, WASH facilities and improved access to education. In Armenia NCA's partner has mobilised poor and marginalised communities to claim their rights to sustainable livelihoods. This has led to improved quality of life in the target communities.

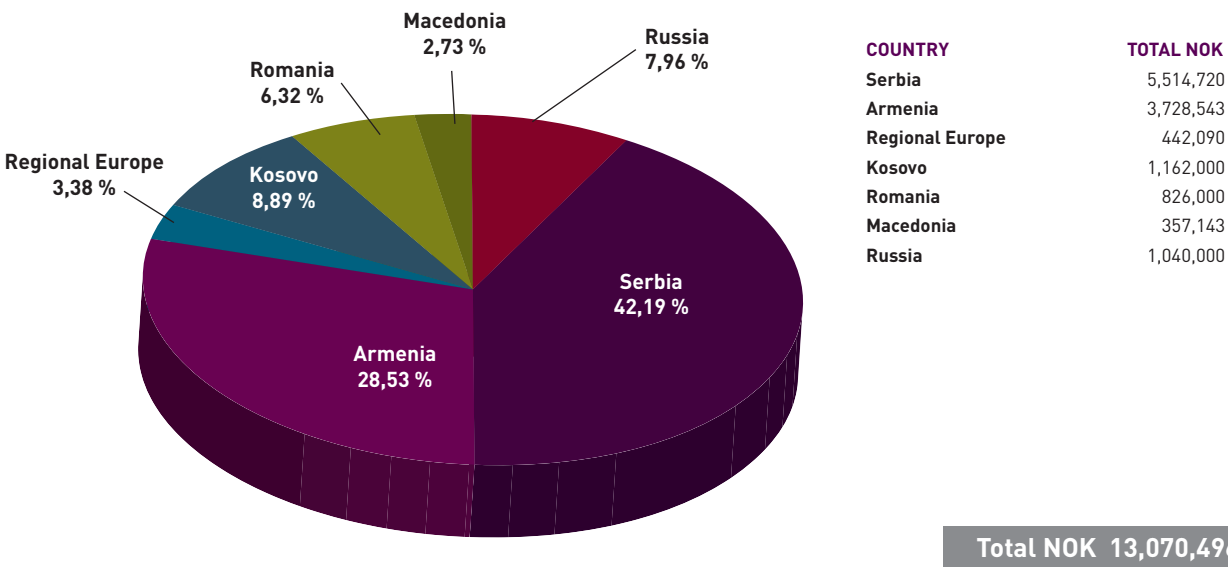
The HIV and the GBV projects of the Russian Orthodox Church were initiated as a result of NCA's encouragement and initial support. There has been a considerable change of mind-set within the church on HIV and AIDS since NCA started the support in 2001, which has contributed to reduced stigma for people living with HIV and AIDS.



Improved health and access to education in the target communities, Romania.

Photo: Norwegian Church Aid

Europe: Total expenditures per country 2011-2014



3.5 SECURITY RISK MANAGEMENT

Humanitarian workers are increasingly facing a diminishing of the protection they have felt for a long time. Aid workers are not perceived as neutral and their work not always perceived as "good" anymore. Available statistics document an increasingly hostile environment for humanitarian aid workers. While this development is not reflective of every context; it is an indicator that safety and security must be given careful consideration. This development has influenced both the global humanitarian aid sector and NCA's security risk management during the last four years.

NCA has been able to continue delivering aid in some of the most volatile contexts in the world despite the serious challenges related to the safety of the staff; including Afghanistan, Pakistan, DRC, Sudan, Syria, South Sudan and Somalia. One reason for the ability to stay is that NCA has worked to develop routines of security risk management at the country level and invested in mandatory security training for staff at all

levels. Security management has been strengthened through added human and financial resources. NCA has identified security focal persons at every country office, mandated to ensure inclusion of security issues in daily management and procedures. A global security team ensures head office oversight and conducts security audits of the country offices.

Better trained staff and partners, with a shared focus and competency in managing the security risks has enabled NCA to conduct more field visits and on-site monitoring of programmes than would have been possible without this competence building.

All in all, NCA combines its Duty of Care (legal obligations) with a strong dedication to stay and deliver. NCA believes that through rigorous security management, sound contextual analysis and trained and security-aware staff, the organisation can stay longer in volatile contexts and further reach vulnerable groups.



Unorganised and heavily-armed militia are still a regular sight in the streets of Mogadishu, Somalia, although conditions have improved somewhat in recent years.

Photo: Arne Grieg Riisnæs/Norwegian Church Aid

The General Secretary Suzanne Matala of the Council of Churches in Zambia (CCZ) speaks to the corporate industry during Alternative Mining Indaba.
Photo: Jane Vogt Evensen/Norwegian Church Aid

4. STRENGTHENING CIVIL SOCIETY

From 2011–2014 NCA has enabled many of its partners and their constituencies as agents of change in civil society to strategically engage their respective governments and the private sector. This has been made possible through addressing the shrinking space for civil society, building strategic alliances and networks for greater impact and improving the accountability of partners towards rights-holders. In relation to its partners, NCA has played the role of accompanier, challenger and facilitator. Although the cases presented here only serve as illustrations and therefore represent a small portion of what NCA has achieved, this chapter demonstrates how NCA has contributed to the overall objective of strengthening civil society in many difficult and challenging contexts.

4.1 ADDRESSING SHRINKING SPACE FOR CIVIL SOCIETY

NCA's main role as accompanier

NCA's partners often operate in fragile and politically unstable contexts, where the space for civil society is diminishing due to pressure from government, opposition groups and the corporate sector. NCA provides support to civil society partners and together with them seeks to protect and enhance the political space for civil society.

Angola: Churches have become strategically well-positioned civil society actors

Whilst there have been some cases of intimidation of religious leaders defending human rights at community level, the churches enjoy a certain level of protection at national level. The respect for the churches stems in part from the fact that they represent over 90% of the population, but also from the fact that they have adopted a pragmatic and constructive approach in their interaction with authorities. However, most of the churches lack key technical skills and management capacities. NCA deliberately chose to channel all of our Angola support through churches and faith-based organisations (FBOs). NCA has been investing in a potential force in Angolan society generally ignored by most, but which is becoming more and more important as NGOs and opposition parties continue to be increasingly marginalised (see chapter 5.4).

DRC: Securing the independence of a newspaper

DRC is a volatile country when it comes to human rights. Those who dare report and expose crimes against humanity, sexual violence or fixed elections risk being subjected to threats and attacks. This climate of fear and self-censorship stifles free speech and discourages open and honest criticism of government policy and the conduct of public officials. But this does not deter Solange Lusiku Nsimire from her work as the editor in chief and publisher of the independent newspaper *Le Souverain*. In partnership with NCA, *Le Souverain* has maintained its political independence and been able to provide true information and clear analysis of the political situation as well as positive images of women in the DRC. *Le Souverain* has benefitted from NCA capacity building on advocacy, accountability, protection and risk assessment due to the



From the newspaper *Le Souverain*, DRC.

amount of threats and attacks that the newspaper has been subjected to⁷. This has secured the independence of the newspaper and has contributed to expanding civil society space. Lusiku Nsimire has become a leading personality in the Press Union of the DRC. *Le Souverain* is recognised internationally for its exceptional journalism in an area where there is next to no free press. Most recently, she was awarded with the prestigious 2014 Courage in Journalism Award by the International Women's Media Foundation (IWMF)⁸. Since 2013, she has been the coordinator of the Association des Femmes Journalistes Francophones.

Working to protect space for civil society together with the ACT Alliance

In 2011, NCA contributed to an ACT Alliance policy paper on *Shrinking political space for civil society action*⁹. It recognises the clear dilemma between the development effectiveness agenda demanding space for and participation by civil society on the one hand and the practice of limiting the role of civil society actors and questioning their legitimacy on the other. In 2013, ACT Alliance and the Catholic network CIDSE carried out research that documented the enabling and disabling conditions under which local CSOs operate in places such as Colombia, Malawi, Rwanda and Zimbabwe¹⁰. The findings and recommendations from the two reports have been presented through side-events at several UN meetings, and NCA is committed to secure the implementations of the recommendations in its future programming.

⁷ <https://cpj.org/2012/11/in-drc-journalists-report-being-threatened-in-buka.php>

⁸ <http://www.iwmf.org/our-impact/courage-in-journalism-awards/2014-courage-in-journalism-awards/>

⁹ <http://www.actalliance.org/resources/publications/Shrinking-political-space-of-civil-society-action.pdf>

¹⁰ <http://www.actalliance.org/resources/publications/SpaceForCivilSociety.pdf>

4.2 BUILDING STRATEGIC ALLIANCES AND NETWORKS

NCA's main role as facilitator

NCA's core partners often face limits in terms of organisational capacities. By connecting its core partners to thematically specialised organisations and wider networks, core partners gain capacity in how to hold governments and businesses accountable.

Brazil: NCA and partners established multi-stakeholder forum with Norsk Hydro

In 2010, the Norwegian aluminium giant Hydro took over the bauxite, alumina and aluminium assets and operations of the Brazilian company Vale in Barcarena. The arrival of the Norwegian company as the largest industrial player in Barcarena raised expectations among the local population, because Norway is considered to be a leading nation in the work for global standards on corporate social responsibility. NCA and local partner IEB started working for a shift in the historically problematic dynamics between the different stakeholders in Barcarena, to move them beyond conflict and co-optation. NCA's role has been to build trust between local civil society groups, community-based groups and Hydro. As a Norwegian civil society actor, NCA has been able to maintain pressure on Hydro while at the same time build confidence between the mining company and the grassroots organisations in Barcarena, with the support of IEB. The level of trust built in the process so far would not have been possible without the intervention of NCA as a key player with a respected and rooted faith-based constituency in Norway. In 2012, NCA brought a community-based group from Barcarena to meet Hydro executives in Norway. After the visit, the company expressed their intention to support the public dialogue arena in Barcarena. Gradually, the company started up internal processes to prepare for a formal engagement with the multi-stakeholder forum that had been established. The process eventually led to Hydro's formal engagement, soon after the municipality of Barcarena also adhered to the initiative. This has strengthened NCA's role in Norway vis-à-vis Hydro and shown NCA's capacity of vertical action from the grassroots to high-level meetings. NCA has consolidated its unique added value as mediator and facilitator of processes between civil society and private sector in Brazil and Norway, as grassroots organisations would not be able to achieve this without NCA.

Zambia: Faith-based actors established platforms to address duty-bearers

Prior to the establishment of the Joint Country Programme (JCP)¹¹ in Zambia in 2011, NCA's core partners, the churches in Zambia, realised that they needed to pay greater attention to what was happening in the mining sector. They released joint

statements advocating for greater government transparency around the extractive industry and raised concerns over the issue of environmental degradation and the pollution affecting communities located close to the mines. With the support of NCA, the churches took part at the second Alternative Mining Indaba in 2011 in Cape Town¹². From that gathering grew the idea of holding a separate Zambian Alternative Mining Indaba in Lusaka in 2012. JCP provided the financial and human resources to scale up the project, and connected faith-based partners in Zambia with Norwegian technical know-how. JCP in this manner was able to facilitate the creation of civil society platforms and coordinated meetings between partners in Zambia and NCA partners in the region and beyond. Platforms such as the Zambian Alternative Mining Indaba and other similar dialogue meetings have provided rights-holders with the opportunities to claim their rights to benefit from the mining industries. JCP's partners have held three successful Zambian Alternative Mining Indabas since 2012, which are recognised by the government and mining companies, who have entered into dialogue with the rights-holders on some of the issues raised. As a result of awareness campaigns, rights-holders are able through negotiations or the courts of law to claim compensation from mining companies.

Kenya: Youth groups and faith leaders demonstrated joint power for change

One of NCA's working methods is to bring knowledge-based and constituency-based organisations together. For this reason, NCA brought the Kenya Youth Climate Network (KYCN) to work with religious leaders in two separate advocacy initiatives around Climate Justice and peaceful elections in Kenya. NCA was able to reduce perceived and real tensions between youth and faith leaders and at the same time facilitate an arena where they could join forces for change. Their meeting resulted in the "We Have Faith" and the "Linda Amani" campaigns. In 2011, the first campaign brought together youth from 19 countries in Africa and beyond in a 42 days' caravan that travelled through 6 countries from Nairobi, Kenya to Durban, South Africa, which was the venue of the COP 17 (The UN Climate Change Conference). 200,000 petitions were collected along the way as part of the campaign and presented to the COP leadership addressed (see chapter 1.3). During the "Linda Armani" campaign, 183 youth were involved in a 45 days' caravan that travelled to all corners of the Kenya preaching peace in the run-up to the 2013 general elections. They collected 35,000 petitions. Both caravans were instrumental in bringing religious leaders to interreligious conferences and rallies.

4.3 IMPROVING THE ACCOUNTABILITY OF NCA AND PARTNERS

NCA's main role as challenger

Some of NCA's core partners have hierarchical structures that can be counterproductive to social change. NCA engages and challenges core partners to play a more consistent and positive role and works to develop them into accountable institutions capable of fulfilling their roles in civil society. In order to engage and challenge partners, NCA must continuously demonstrate its own commitment to development standards and principles and mainstream these in its work and within the organisation.

Opportunity creates the thief:

NCA's work on anti-corruption

NCA believes that financial malpractices and their consequences undermine rights-holders' opportunities to improve their lives. For this reason, NCA has as one of its core principles zero tolerance against corruption. NCA has designed and conducted an online anti-corruption course for all employees as part of committing them to the NCA code of conduct. An annual report is published highlighting NCA's efforts in combating corruption in its work¹³. These processes form an important basis for internal learning. One key function of NCA's country offices is to provide capacity building of its partners in the area of financial management. NCA Sudan has systematically provided financial management training to all its partners. Some partners could previously not access most international donors due to lack of sound financial management systems. Thanks to training and accompaniment provided by NCA this situation has changed. For example, NCA's partner SOS Sahel is now approved by international donors such as the EU and has received funds from them. This is seen as a direct result of the capacity building provided by NCA.

NCA's commitment to accountability to the rights-holders

NCA has been a certified member¹⁴ of the Humanitarian Accountability Partnership (HAP) since 2011. Members of HAP commit themselves to meeting the highest standards of accountability and quality management.

A recertification audit carried out in October 2014 found that NCA demonstrates a strong commitment to accountability principles through a strong corporate culture on rights-based approach, gender sensitivity, transparency, community participation and capacity



building of staff, partners and the people NCA aims to assist. The audit also recommends NCA to continue to assist country offices and partners in developing contextualised complaints handling mechanisms and to continue to include the perspectives of the people NCA aims to assist. NCA believes that this systematic focus on downwards accountability has improved the quality of our work and that the rights-holders whom we work with and for now have a greater say in project planning, implementation, monitoring and evaluation than previously. Together with the ACT Palestine Forum, NCA decided in 2012 to enhance the ACT Alliance's joint emergency response through developing a better understanding of what is meant by accountability. NCA Jerusalem took the lead among ACT agencies in developing the capacity on accountability of the 12 partner organisations in the ACT Forum. This initiative has led to a greater professionalisation of partners and a better understanding of how they can improve their own accountability to rights-holders.

Mainstreaming gender equality

NCA has adopted the ACT Gender Policy Principles¹⁵, which commit NCA to promote gender equality and gender mainstreaming within our organisation and towards partners. This can be illustrated by the case of Pakistan, where NCA has focused on ensuring systematic gender mainstreaming in humanitarian and long-term development projects. A full-time gender mainstreaming staff was hired in November 2012 onwards and NCA internally fixed the target to establish a 50% gender balance among its staff. Several partners have increased representation of women in their organisations as a result of NCA's focus on gender mainstreaming, but some still face difficulties in finding skilled female staff in remote areas during emergency responses. Partners were encouraged to identify and train women from local communities in their target villages with leadership skills to cover this gap. In the WASH programme, gender analysis has been conducted for every project from 2012 onwards to identify gender specific needs in the community and to design interventions accordingly. These efforts have resulted in increased gender sensitivity among NCA and partners' staff, which is seen for example through a more systematic focus on engaging equal numbers of women and men in village committees.

¹¹ JCP is a merger of Christian Aid (CA), DanChurchAid (DCA) and NCA.

¹² See chapter 4.5. The Alternative Mining Indaba (AMI) was first organised in 2010 on the initiative of the Economic Justice Network, a faith-based partner in South Africa. Smaller in size than the Mining Indaba, which is held in Cape Town on a yearly basis, the AMI brings religious leaders, civil society actors and representatives from mining-affected communities together to discuss the impact of mining on communities and on the environment. The 6th AMI was held in February 2015 and brought over 300 delegates from more than 37 countries.

¹³ <https://www.kirkensnodhjelp.no/om-oss/regnskap-og-administrasjon>

¹⁴ <http://www.hapinternational.org/>

¹⁵ www.actalliance.org/resources/policies-and-guidelines/gender

4.4 MOBILISING INDIGENOUS PEOPLES AS RIGHTS-HOLDERS

NCA has a long history of working with indigenous peoples. Some of our country programmes have had a special focus on empowering indigenous communities, Guatemala being a case in point (see chapter 3), as well as the work that has been done in Southern Africa, Burundi and the DRC.

Southern Africa: Building an Indigenous Peoples' movement in the region

Indigenous peoples' experiences of discrimination, political and economic marginalisation varies from country to country. In Southern Africa, NCA's focus has been on the strengthening of indigenous peoples' own voices to speak for themselves in strategic platforms and providing support to advocate for indigenous people's rights in the region. NCA and partners have organised, strengthened and supported indigenous peoples' own organisational structures, which have contributed towards building a stronger movement for

indigenous peoples' rights at national level and in the region. With support from NCA, the Indigenous Peoples of Africa Coordinating Committee (IPACC) and the Working Group on Indigenous Minorities in Southern Africa (WIMSA) managed to bring issues concerning indigenous peoples like land and intellectual property rights, as well as gender justice, youth empowerment and education on the agenda of the annual SADC Civil Society forums. The indigenous peoples' representation at the forums has grown from 2 representatives in 2012 to 25 in 2014 with a diverse composition of men and women coming from Botswana, DRC, Namibia, South Africa, Zambia and Zimbabwe. Indigenous peoples have made a significant progress in matters of strategic visibility and recognition from other civil society actors on this strategic platform. In addition, as a whole the relationship between partners and their respective governments has improved significantly due to partners' advocacy work and constructive engagement with them.



Faida Louise from Goma in DRC is one of the rights-holders who got direct support as a GBV survivor in a transit centre supported by NCA. The center provides protection, medical and psychological support, literacy training and the opportunity for GBV survivors to learn vocational skills.

Photo: Ramón Sánchez Orense/Norwegian Church Aid



NCA's WASH partners in Ethiopia during a drilling operation.
Photo: Hilina Abebe/Norwegian Church Aid, Ethiopia

5. GLOBAL PROGRAMMES FOR INCREASED QUALITY

NCA'S GLOBAL STRATEGY (2011-2015) HAS 5 STRATEGIC PRIORITIES:

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

The strategic priorities are broad ambitions meant to give direction to NCA's work. In NCA's international programmes, these strategic directions were further developed into 12 concrete global programmes. The concept of global programme was introduced to increase programme quality and ultimately achieve better results for the rights-holders. Moreover, global programmes were believed to contribute to improved documentation and reporting on results at country and global levels.

Each global programme was comprised of the respective programmes at country level. As a key approach to strengthen the quality of the global programmes, each country was asked to select a maximum of three strategic priorities and five global programmes. This thematic concentration was meant to facilitate a more targeted advancement of skills and competency of NCA staff and improve the quality of the accompaniment they provide to local partners – both when it comes to

development of quality programmes and in tracking and reporting on results. Communities of Practice (CoPs) consisting of country office programme staff and head office thematic advisors were established as a tool for programme development under each strategic priority.

This chapter presents the main results achieved from these 12 global programmes in the four-year period. A reflection on key lessons learned from NCA's experience in developing global programmes is presented in chapter 8.2.



Fatima collects water from a tap installed by the community with NCA support, Daikundi Province, Afghanistan.
Photo: Jim Holmes/Norwegian Church Aid

5.1 THE RIGHT TO PEACE AND SECURITY

In 2011, NCA worked in a number of conflict areas in various parts of the world. NCA witnessed a high number of civilian casualties from violent conflict and saw how occasional and continuous waves of violence affected people's general security situation. This led to a number of adverse consequences, such as internal displacement, increased GBV, reduced mobility and participation and more limited possibility to sustain or improve livelihoods. In NCA's project areas we observed how these consequences of conflict varied according to both gender and age, and in some settings, we saw that religion was used to mobilise for violence. NCA acknowledged that in order to have an impact on people's security situation there is a need to address conflicts at both local and national levels. NCA identified three global programmes addressing the right to peace and security:

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

The Women, Peace and Security programme has focused on the three pillars of UN security resolution 1325 and the follow-up resolutions: Prevention and protection from violence against women in conflict settings and participation of women in peacebuilding. Community Violence and Small Arms Control has had a particular focus on local conflicts and on the role of youth in conflict – both as potential members of armed groups and as potential agents for change. Finally, the

programme for Faith Communities and Peacebuilding has had a particular focus on the role of religious leaders and faith actors in preventing and transforming conflicts at different levels, with an emphasis on inter-faith dialogue and structures for joint action. Improving the effectiveness of peacebuilding interventions has been a cross-cutting concern in the three programmes, addressed through applying the "Reflecting on Peace Practice" framework¹⁶, which has led to an increased use of systematic conflict analyses as a basis for designing NCA's peacebuilding efforts.

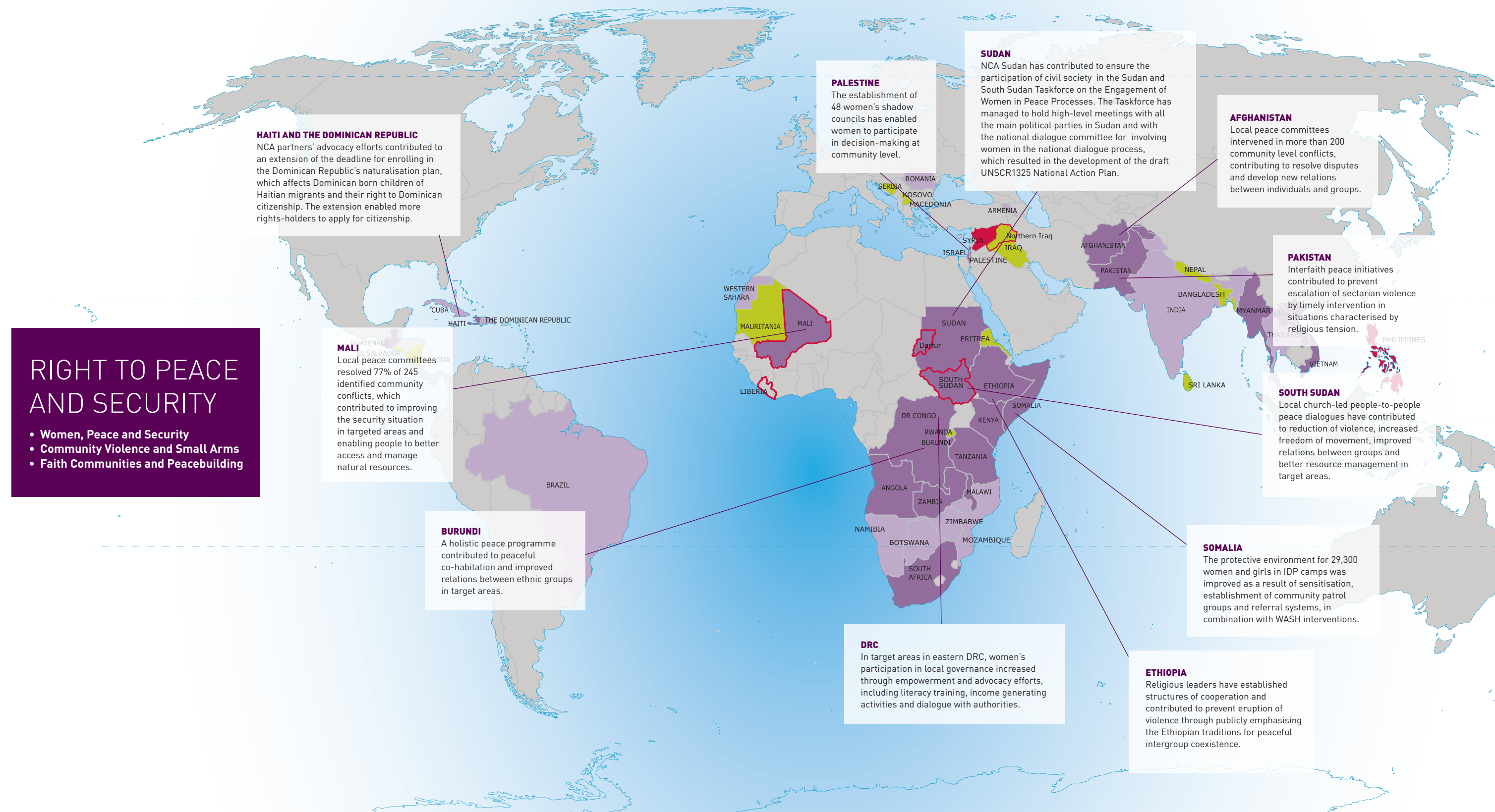
Each programme has maintained its distinct profile and important results have been achieved in all three programmes. However, there has also been some overlap between the programmes, both when it comes to promotion of women's participation and efforts to establish and strengthen local and national structures for peacebuilding.

There has also been overlap between the Right to Peace and Security programmes and other NCA global programmes, particularly those of Economic Justice and Gender Justice. The focus on faith-based actors has been cross-cutting in the Right to Peace and Security programmes. This represents a strategic choice for NCA, and compels an even stronger focus on developing faith-based approaches to peacebuilding. To address these concerns, in the next strategic period NCA has therefore decided to channel all our peacebuilding efforts into one programme with a more pronounced attention towards faith actors in peacebuilding and towards women's participation in peacebuilding.



Camp representatives at Hassa Hissa refugee camp pray for the work of NCA.
Photo: Hilina Abebe/Norwegian Church Aid, Ethiopia

SELECTED RESULTS:



WOMEN, PEACE AND SECURITY

Overall goal: Women and girls are protected against¹⁷ gender-based violence (GBV) in conflict situations, and participate actively in peacebuilding initiatives

Summary of the programme's main achievements compared to overall goal
NCA has provided direct support to almost 4,000 GBV survivors, and contributed to increased participation by women in local level peacebuilding in target areas. The majority of the survivors accessing support report feeling safer in their home or more able to deal with trauma as a result of the support.

STRENGTHENING CIVIL SOCIETY

Strengthening grassroots associations leads to sustainable change

In all of NCA's work related to women's rights, associations at the grassroots play an important role. They contribute to changing social norms and perceptions of gender and are instrumental in providing support for vulnerable women and survivors of GBV. NCA's work in Burundi exemplifies how working with these actors not only leads to short-term results, but also has a long-lasting impact even after NCA phases out its support: In the Buganda municipality of Cibitoke province, NCA and a local partner trained and supported 24 women and 12 men in 12 GBV committees up to 2012. From then on, the local GBV committees have built a strong network combating GBV in the province. The network includes the social advisor of the administrator of the Buganda municipality, a judiciary police officer, a psychosocial

assistant from the Ministry of Human Rights and Gender, the president of the Buganda court of appeal and the chief of a police post.
When NCA started its work in Buganda, a municipality with more than 90,000 inhabitants, women were expected to endure household hardships and not complain even if her partner was violent. It was also common for women and men to live together in unregistered partnerships. However, unmarried women have very few rights under Burundian law. They do not have any right to own property or gain inheritance. If they get separated, they do not receive any compensation or financial support. Today in Buganda, unregistered partnerships are no longer common, and women are no longer expected to accept domestic violence. The GBV committees have played an important role in achieving this through a combination of sensitisation and grassroots dialogue and networking with authorities.



Both men and women are mobilised to fight against gender-based violence.
Photo: Violette Mukarushema/Norwegian Church Aid, Burundi

¹⁷ According to ACT Humanitarian Policy, protection activities can be responsive, remedial or environment building. Responsive action is immediate action to stop or prevent abuse or its recurrence and/ or alleviating immediate effects. Remedial action is assisting people to recover from the effects of abuse and avoid secondary abuses.

SELECTED RESULTS

CASE 1:
DRC: Survivors of GBV have better access to quality mental health care

WHY: Mental health care services for survivors of GBV in DRC are extremely limited, despite the great need.

WHAT: Strengthening the public health care system's capacity to deliver quality mental health care through curriculum development, training of health personnel and building the authorities' monitoring capacity.

RESULTS: Better access to quality mental health care for survivors of GBV in South Kivu province. This has also contributed to increased acceptance of mental illness by GBV survivors' families and communities, which has been important in order to facilitate reintegration and combat stigma.

DRC has for several years been ridden by conflicts, and many people have endured GBV and other types of violations. Countless people have been deeply scarred psychologically. In South Kivu, one of the provinces most affected by conflict, both the understanding of mental health and the provision of services in this field were limited. In this context, NCA embarked on a two track mission: on the one hand, 2,541 survivors of GBV (women and girls) were offered direct support, including shelter, psychosocial support, vocational and literacy training, which has greatly facilitated their recovery and reintegration into local communities. On the other hand, in order to reach more people, NCA strengthened its collaboration with local health authorities, aiming to strengthen the public health system's capacity to prevent and respond to mental health needs, with a particular focus on trauma as a result of sexual assault and other forms of physical violence.

NCA joined forces with South Kivu Provincial Health Inspection, Panzi Foundation DRC and the University of Michigan, and developed a protocol for psychosocial care for survivors of sexual violence as well as a curriculum to train health personnel on the subject. 901 health personnel were trained,

one from each health centre of the 34 health zones in South Kivu, a province with a population of more than 4.5 million. A key element was to strengthen the capacity of the health personnel to recognise severe trauma, and refer these cases to a psychologist for further treatment. 16 psychologists were also trained. In addition, the health authority's capacity has been strengthened, and in four health zones community health workers were trained, ensuring that there is competence to identify, treat and refer cases related to mental health. A recent evaluation shows that from not even being recognised as a category in the health reporting system, reporting of trauma is now taking place in 41% of the health zones in South Kivu. Almost half of the reported cases were referred for treatment. Furthermore, efforts by community health workers have led to an increased acceptance of mental illness by survivors' families and communities, which has been important in order to be able to facilitate reintegration and combat stigma. In the continuation of the project the aim is to expand the training on mental health for both new and current health personnel and to carry out community sensitisation in all health zones in South Kivu.



Dr. Mukwege at Panzi hospital in South Kivu province, DRC has devoted his life to help survivors of rape during the violent conflict in DRC.
Photo: Endre Vestvik

CASE 2:
Literacy-based empowerment has increased women’s influence in local governance and peacebuilding

WHY: Women are often excluded from local decision-making and peacebuilding processes.

WHAT: Participatory and community-focused training in literacy, numeracy and women’s rights.

RESULTS: Increased participation of women in local level decision-making in conflict areas.

During conflicts women often cannot attend school due to displacement, security risks or a reduction in their family’s economic resources. In some contexts, women are also not allowed to go to school due to social norms of women’s roles in society. This limits women’s ability to participate effectively in local decision-making, which is an important arena for addressing local conflict drivers.

In contexts like Afghanistan, Sudan, Burundi and DRC, NCA decided to address these problems through a combination of literacy and numeracy training and training on participatory methods. More than 12,000 women in these four countries have completed literacy courses over the period, and others are under training. The training is often combined with economic empowerment strategies and facilitation of dialogue with local authorities. This approach has led to important transformations for the women involved: women interviewed report higher self-esteem and greater confidence, and a changed perspective on women’s roles in society. They are more confident to vote, assume leadership positions, and are better able to manage income. Interestingly, several unintended results are also seen, like the emergence of spontaneous small savings and loans initiatives improving the financial situation of the women involved.

The training of women is done simultaneously with sensitisation and dialogue with men and community leaders in order to increase their acceptance of women’s participation in community decision-making. For example, in Afghanistan this combined approach has led to increased participation of women in peace committees and other community groups. Such participation is important in itself, but often also contributes

to structural changes. As an example, in Kirundo province in Burundi, GBV has been put on the agenda of local authorities, and women’s literacy groups and GBV committees have contributed to achieving this. Concretely, the Kirundo provincial court has reserved every Friday to process GBV cases. Furthermore, two policemen in each municipality in the province have been trained and appointed as GBV focal points. Finally, the local administration takes part in the local GBV committees and they report cases of GBV every week during security meetings. Over time these changes are likely to contribute to a decrease in GBV in Kirundo province.



Literacy programme for teachers in Daikundi, Afghanistan.
Photo: Ehsanullah Bayat/Norwegian Church Aid, Afghanistan

**DEVIATIONS AND LESSONS
LEARNED**

The work under this programme was in Sudan limited by the strict civil society laws. In most other contexts the programme was largely implemented as planned, but efforts to increase women’s participation and influence were emphasised at local, rather than national level. Important results were achieved at local and provincial level, and a challenge for the coming period is to link these results closer to the national level processes.

The importance of men’s engagement in the struggle to protect women’s right to protection and participation was very clear in the various country programmes, and the emphasis on changing men’s perceptions about gender roles and relations will be continued. In the next strategy the programme will be split into two, with some components being included in the GBV programme and others under the peacebuilding programme. This will allow for more focused interventions, but will also require close coordination between the two programmes to ensure a holistic approach to the women, peace and security agenda.

GLOBAL OUTCOME RESULTS*
WOMEN, PEACE AND SECURITY

OUTCOME 1: Women have participated in peacebuilding processes at local and national level

Achieved in Afghanistan, while not fully achieved in Sudan and Somalia. NCA contributed to build women’s capacity to participate in peacebuilding processes in all contexts, but only in Afghanistan did this translate into systematic participation of women in peacebuilding, notably through 280 women participating in 9 district level women peace committees, and more than 1000 women participating in 105 community level peace committees (shuras).

OUTCOME 2: Women and girls are empowered and mobilised to claim their rights to protection and participation

Achieved in DRC and Burundi through a combination of support to women’s associations, literacy and numeracy training fused with civic empowerment, support to income generating activities and facilitation of dialogue with relevant authorities, mostly at local level. This empowerment has also led to concrete results, for example in Kirundo province, Burundi, where 46% of women interviewed now report that duty-bearers have taken action against GBV, an increase from 20% in mid 2013.

OUTCOME 3: Duty-bearers have been influenced to implement UNSCR 1325 and related resolutions

Achieved in DRC, Burundi, Somalia and Afghanistan, while not fully achieved in Sudan. In most countries results have been obtained through capacity building of authorities and security forces combined with support for dialogue, lobbying and public advocacy from rights-holders, faith-based actors and women’s organisations on the issues most relevant in the context at hand. The extent to which these efforts have contributed to actual improvements in the implementation of UNSCR 1325 and related resolutions varies, but there are several examples of increased participation of women at local level as a result of increased openness from duty-bearers.

OUTCOME 4: Women and girls in humanitarian and conflict situations are protected against GBV

Achieved in Somalia, where the protection environment for 17,580 women and 11,720 girls in IDP camps improved as a result of sensitisation, establishment of 88 community patrol groups and referral systems for GBV survivors, in combination with gender sensitive WASH interventions.

OUTCOME 5: Rights-holders have been provided with psychosocial, medical, legal and other assistance

Achieved in DRC, Burundi and Somalia through a combination of direct support to GBV survivors (legal, medical, economic, psychosocial and/or shelter) and strengthening of the public health systems’ capacity to offer adequate services to this group. 80-90% of the almost 4,000 GBV survivors accessing direct support in Burundi and DRC report feeling safe in their home or better able to deal with trauma as a result of the support.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

COMMUNITY VIOLENCE AND SMALL ARMS CONTROL

Overall goal: Reduction of violence and small arms proliferation in target communities

Summary of the programme's main achievements compared to overall goal
NCA has established and strengthened local peace committees, which have played a crucial role in intervening in more than 1,500 local conflicts, contributing to improved relations between ethnic groups, prevention of continued violence and enabling rights-holders to resume productive activities related to natural resources. NCA has also contributed to prevent youth at-risk from being (re)recruited into armed groups.

STRENGTHENING CIVIL SOCIETY

Building bridges between citizens and authorities in conflict settings: Civil society as a connector

In the context of violent conflict, citizens' trust in authorities and public institutions can easily erode, as they experience that the state is not fulfilling its obligations to protect them and provide basic services. Sometimes the authorities' lack of responsiveness to ordinary people's need, or their favouring of one group over another, is also an underlying cause of violent conflict. Contributing to strengthening both citizens' and local governments' capacity, and building bridges between them are therefore key to preventing and transforming conflict. This has been an important element in NCA's work in several contexts, such as Haiti, Afghanistan, Burundi and South Sudan. In South Sudan, NCA's contribution to building local governance in the form of local Boma councils stands out as a success. There are key challenges linked to both the lack of governance at local level and the gap between the new government and the traditional governance structures at community

level in South Sudan. Division of roles between the two structures has not been clear and has been a source of conflict in many areas throughout the country. Through the establishment of councils at the local and county level, NCA and partners have been able to form and strengthen local governance at the grassroots level. This was achieved through working in an inclusive manner and in alignment with the intention of the Local Government Act of 2009, merging formal and traditional governance structures. These Boma councils are comprised of leaders from different villages who come together to discuss and regulate the use of land, water resources and grazing areas for cattle, which are the main conflict drivers in South Sudan. Through these councils, the local communities now contribute to planning their own development activities and demand their rights from the government for the continual delivery of social services. Until now, 18 Boma councils have been established and trained, and the process has gained ground with both county and state authorities expressing interest in expanding this training to other counties outside the target areas.



Awareness on peace and reconciliation, South Sudan.
Photo: Norwegian Church Aid, South Sudan

SELECTED RESULTS

CASE 1: Local peace committees have prevented and resolved local conflicts

WHY: Conflicts at the local level not only represent a security threat for the local population, but they can also affect agricultural production, access to water sources and the opportunity to participate in community processes.

WHAT: Training of and support to local peace committees which intervene in local conflicts.

RESULTS: Local peace committees mediated in more than 1,500 local conflicts related to land, political issues, access to water sources, domestic problems and other questions in selected areas in Mali, South Sudan, Afghanistan and Burundi, contributing to improved relations between ethnic groups, prevention of continued conflict-related violence and enabling rights-holders to resume productive activities linked to the use of natural resources.

In several of the countries where NCA works, local conflicts severely affect people's quality of life. The local justice system is often weak, corrupt or non-existent, and this increases the risk of conflicts escalating into violence. In Mali, South Sudan, Afghanistan and Burundi, NCA has therefore contributed to establishing and strengthening local peace committees made up of locally respected women and men representing the community. These committees are trained in conflict negotiation skills and have the capacity to quickly intervene when disputes arise. Often they also contribute to conflict prevention through organising cultural events and facilitating dialogue between local leaders and community members. NCA's work in Mali is a good example of how such peace committees have had considerable impact on people's lives.

In the areas where NCA works in Mali, approximately 80% of conflicts are related to access and control of natural resources, like water and land for pasture. These conflicts are frequent and reoccurring, with 20% of them lasting for as long as 20 to 30 years. They can start as conflicts between individuals, but when there is no solution, they often escalate and involve families, friends or entire communities. Such conflicts frequently deteriorate into violent clashes resulting in destruction of economic resources, reduced agricultural production and even deaths. Some cases have ended in more than 100 casualties. If taken to court, the legal process can be time consuming and expensive for the parties involved, often ending without a final ruling to resolve the underlying conflict. To respond to this, NCA and partners have developed an approach that builds on traditional Malian culture

and key findings in the field of conflict transformation. The approach is centred around gender balanced peace committees who are trained to intervene in conflicts applying mediation and negotiation tools. An important element of the work of the committees is also to facilitate inter-community agreements which regulate the management of shared resources and sets up a system to monitor the adherence to these regulations.

This approach has been highly successful: 48 peace committees have over the last four years resolved 188 of 245 identified conflicts, none of which have later resurfaced. 17 inter-community agreements have been signed, involving over 3,000 people in dialogue leading up to agreements. Together, this has enabled people to re-initiate productive activities that were halted or impaired due to conflict. The peace committees are active in 54% of the municipalities in Gao, Kidal and Timbuktu regions, and are viewed by citizens as highly legitimate since the committees are elected by the communities themselves. The peace committees coordinate with local authorities, and the judicial system has welcomed their interventions. A remarkable achievement is that these local committees continued their work despite the Tuareg rebellion and the subsequent military intervention in northern Mali in 2012-2013. Although the peace committees were not able to influence the overall conflict dynamics in northern Mali, they contributed to reduce the conflict's impact on ordinary people's lives by continuing to fill its role as conflict mediator in new and existing conflicts.

CASE 2:
Youth at risk have improved their income

WHY: In conflict areas youth are at risk of forcibly or voluntarily being recruited into armed groups, prostitution and crime. Low income is often one of the driving factors.

WHAT: Vocational training and income generating activities, in combination with life skills and psychosocial support.

RESULT: Increased income for youth at risk and improved integration of youth into local communities.

The fact that youth in conflict areas are vulnerable to being recruited into armed groups, prostitution and crime is not only an issue concerning the youth themselves, but it is a concern of the entire local community. Parents and community leaders are often eager to prevent youth from such recruitment, and they frequently see the presence of youth formerly associated with armed groups or crime as a security risk for the community. NCA is supporting youth and local communities in South Sudan, Mali, DRC, Burundi and Haiti in addressing these concerns. More than 9,000 young women and men at risk of being (re)recruited into armed groups, prostitution or crime have completed different types of vocational training and income generating activities, acquiring skills that improve their prospects of increased income. In South Sudan, NCA has contributed to support vocational education of youth at risk in Narus. 74 students passed their exams between 2011 and 2014. A survey carried out in 2013 among former students shows that 98% of youth who benefitted from the vocational training now have jobs or are self-employed. Moreover, they are no longer engaged in cattle raiding and highway robberies, which is an important source of inter-ethnic conflict in the area. In Burundi, NCA supported 2,341 young women and

3,960 young men through vocational training and/or income generation activities. 65% of the young women and 75% of the young men interviewed state that they have improved their livelihood as a result of the training. Both community leaders and the youth themselves report greater youth involvement in community life and more respect for the contributions youth make. In eastern DRC, 495 young girls and 782 young men were trained over the period, and at the end of 2014 approximately 80% of the youth interviewed were engaged in economic activities as a result of the trainings. In an evaluation carried out in 2013, 87% of those interviewed found that there was a positive change in their lives resulting from the programme: they felt they were able to take care of themselves and support their siblings, including paying school fees; they had become role models to other youth; and they had become more responsible as individuals. 94% of the youth also reported feeling accepted by their communities. In sum, although some of the activities under this component are resource intensive, their value goes beyond the immediate individual impact, because the programme targets a particularly vulnerable group with a potentially destructive effect on community life and conflict dynamics.

**DEVIATIONS AND LESSONS
LEARNED**

The programme originally included a focus on small arms control. This part of the programme was gradually phased out, as the countries working on this component decided to focus its programming efforts on fewer components. However, NCA's work on small arms reduction before and in the beginning of the 2011-2014 period was an important basis for our advocacy engagement in the Arms Trade Treaty process (see chapter 7). Over the period there has been a continuous focus on professionalisation of the income generation efforts when working with youth at risk, as there is a risk of deepening the frustration of this group if they go through training without improving their prospects of gaining a sustainable livelihood. These efforts have born fruit in several countries, but in Haiti and Mali¹⁸, many of the 1,351 youth trained failed to increase their income as a result of the training. This

can be partly attributed to increased level of overall conflict in these settings affecting the implementation, but also illustrates the need to continue sharpening the economic aspects of these trainings. In the upcoming period income generation for youth at risk will therefore be included in the new Economic Empowerment and Climate Resilience programmes. The experience from working with local peace committees is a testimony to the importance of building local structures as a measure of prevention and resilience: although it is impossible to document, there are clear indications that these structures not only resolved existing violent conflicts but contributed to preventing new ones from occurring. Furthermore, through preventing and resolving conflicts linked to land, water and other resources, these structures had an important function in enabling productive activities in the communities. The focus on working with local peacebuilding structures will be continued in NCA's new peacebuilding programme in the next strategy.

GLOBAL OUTCOME RESULTS*
COMMUNITY VIOLENCE AND SMALL ARMS CONTROL

OUTCOME 1: Local capacities for peace are mobilised to prevent and transform destructive conflicts in local communities

Achieved in Burundi, Mali, Afghanistan and South Sudan, while not fully achieved in Haiti and the Dominican Republic. Local peace committees intervened in more than 1,500 local conflicts related to land use, political issues, access to water sources, domestic problems and other questions in Mali, South-Sudan, Afghanistan and Burundi, contributing to improved relations between ethnic groups, prevention of continued conflict related violence and enabling rights-holders to resume productive activities related to the use of natural resources.

OUTCOME 2: Local communities are mobilised to build cultures of peace in their communities

Achieved in Brazil, while not fully achieved in DRC. In target areas in Brazil, hundreds of youth participated in events and mobilisations, and 24 youth were specifically trained to promote a culture of peace in their communities. In the cities of Paulo Afonso and Delmiro Gouveia, these youth also had extensive dialogue with local authorities to influence public security and youth policies, proposing measures for prevention of violence.

OUTCOME 3: Duty-bearers are challenged to address key drivers of conflict

Achieved in South Sudan, Haiti, Burundi and Afghanistan. NCA's role was to mobilise and/or support primarily faith-based actors in engaging duty-bearers through measures like facilitation of dialogue, exposure visits, research, development of position papers, mediation and participation in peace negotiations. For example, in South Sudan, NCA has supported faith-based organisations' delegation to the IGAD led peace talks, and these actors have played an important role in bringing grassroots perspectives into the peace talks and bringing information on the results from the peace negotiations back to the grassroots.

OUTCOME 4: Duty-bearers have been influenced to adopt and implement legislation and structures for control of small arms and light weapons

Not achieved in Brazil, as the Brazilian partner working on this issue turned its focus to advocacy on drug policies at the beginning of the reporting period and was later phased out. In 2013, the UN General Assembly finally approved a global Arms Trade Treaty (ATT), which regulates the international trade in conventional arms. The treaty included an assessment criterion for GBV, for which NCA at global level had actively lobbied.

OUTCOME 5: At-risk-youth have acquired skills to improve their income generation and employment opportunities

Achieved in South Sudan, DRC, Burundi, Haiti and Mali. More than 9,000 young women and men at risk of being (re)recruited into armed groups, prostitution or crime have completed different types of vocational training and income generating activities, acquiring skills that improve their prospects of increased income from employment, agricultural production or self employment. The extent to which this has led to actual improvements in income minimum 6 months after completed training varies. South Sudan, DRC and Burundi have achieved good results with 65 to 98% of former participants reporting increased income, while percentages are lower and more insecure in Haiti and Mali.

18 Training of young people in Mali started only in 2013-14 – we expect to have more results in 2015.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

FAITH COMMUNITIES AND PEACEBUILDING

Overall goal: Religious actors participate actively in peacebuilding processes contributing to sociopolitical changes in local and national contexts

Summary of the programme's main achievements compared to overall goal
NCA has established and strengthened interfaith peacebuilding structures, which have advocated for sociopolitical change and contributed to prevent and resolve conflicts.

STRENGTHENING CIVIL SOCIETY

Faith actors have established interfaith structures for cooperation and peacebuilding

Under this programme NCA has contributed to the establishment and strengthening of 44 formal and informal inter- and intra-faith structures. These structures are currently functioning both at national level, like in India, Pakistan, Haiti, and Ethiopia, and on local and intermediate levels in most of the countries where this programme has been implemented. Through regular dialogue on faith issues, the relationship between representatives from different faith commu-

nities has improved. The trust built between the members of these structures has furthermore enabled them to jointly engage government bodies on local and national level on issues related to fulfilling citizens' basic needs, protecting women and minority groups, and taking action to address underlying causes of violent conflict. This has been done through emphasis on mediation, advocacy and lobby. Particularly in contexts where religion is used to mobilise for violence, such as in the case of Pakistan, inter- and intra-faith structures have successfully intervened at an early stage in situations of interreligious tension in order to prevent escalation of conflict.



Religious leaders in Laos discuss how they can work together to prevent new victims from cluster weapons. Bishop of Ianna Thermopylac, Ven Vy Sovechea and Sing Ahluwaliaog.
Photo: Margrethe Volden/Norwegian Church Aid

SELECTED RESULTS

CASE 1:
Faith-based methods have contributed to changing the attitudes about women's roles in society

WHY: Conservative views on women's roles in society limit women's opportunity to participate in peacebuilding and decision-making at different levels.

WHAT: Trainings and group dialogues about the roles of women as described in the Bible and Quran.

RESULTS: Religious leaders, women and men at the grassroots have changed their perception of what the roles of women are in society, and an increase in women's participation in different arenas has been seen.

FBOs and religious leaders often play an important role in shaping peoples' conceptions of what the appropriate roles of women and men are in society. These norms of gender appropriate roles and behaviour can limit or facilitate women's participation in peacebuilding processes and decision-making in the home and in the public sphere. In many contexts, religious leaders hold conservative views on what women's roles are, however these are often based on tradition and cultural norms rather than religious teachings. NCA has in contexts like Afghanistan and DRC seen that using faith-based dialogue and resources is an effective way of transforming attitudes linked to perceptions of what women's roles are in society. The *Tamar campaign* in DRC is a good example of this: It addresses sensitive topics such as GBV through contextual Bible and Quran studies in groups where both men and women participate.

In 2010, NCA started working with interfaith platforms in North and South Kivu, DRC. Leaders from the main religious denominations in DRC¹⁹ are equally represented in the platform by one woman and one man from each denomination - which can in itself be seen as a significant step forward in advancing women's participation in peacebuilding. The interfaith platform engages in dialogue with relevant authorities to discuss conflict related issues and develop action plans together. However, the main focus in their work has been in changing social norms about gender, using the *Tamar campaign* as its main tool. The interfaith platform trained 1,280 community organisers, who facilitated approximately 750 bible study circles, with the participation of more than 5,000 women and 5,000 men. Many participants expressed appreciation that using the Bible or the Quran as a point of departure allows communities

to discuss topics that would otherwise be more difficult. Community members report that the *Tamar study circles* and the subsequent implementation of gender action plans have contributed to a change of mentality and mind-set. Men's awareness of gender equality and women's rights has increased and they have as a result changed their attitudes towards women. This, in turn, has contributed to reducing conflicts within faith communities as well as households. Women have also been empowered to seek assistance when subjected to violence, and there is increased understanding that school is for both boys and girls.

A particular success from the *Tamar campaign* over the period from 2011 to 2014 is its adoption of the campaign by the Muslim members. The campaign was originally based on the Bible, but the South Kivu interfaith platform developed a Muslim version of the *Tamar campaign*, based on the Quran. The exercise has generated a lot of enthusiasm and is viewed as a major breakthrough in opening up spaces for reflection and discussion around women's roles in the context of Islam. In the words of one of the participants, Hadija Saidi (provincial president of Muslim women in North Kivu):

"The Tamar campaign has enabled us Muslim women to sit around the same table with men and discuss women's rights and issues pertaining to gender justice. In the Mosques, we can now pray with men and feel valued. This is because the campaign has motivated our Imams to seek the Quran teachings that protect women's rights. Through this, men have come to the realisation that Islam indeed values women very much and has a special place for them."

¹⁹ Both inter- and intrafaith

CASE 2:
Pakistan: Faith-based actors have contributed to prevent sectarian violence

WHY: Sectarian tension between Sunni and Shia followers in Pakistan easily escalates to widespread violence and destruction, in particular during Muharram, the first month of the Islamic calendar.

WHAT: A series of initiatives ranging from advocacy and awareness-raising to establishment of peace committees and mediation.

RESULTS: A reduction of violence in a number of conflict prone areas in Pakistan during Muharram commemorations.

During this strategy period there has been an ongoing effort by NCA supported religious actors in Pakistan to prevent and resolve violent conflicts stemming from sectarian tensions. Different activities have been implemented, like awareness-raising, advocacy related to norms, values and discriminatory legislation, engagement of respected religious and political leaders, set-up of formal and informal peace committees in several fragile areas where sectarian violence is common, and active lobbying towards government bodies like the police and the military to take solid action against violent extremism. As a violence prevention measure ahead of the 2013 Muharram commemorations, religious actors and key government representatives established closer cooperation in a number of conflict areas. This was on the initiative of NCA's programme. These efforts led to concrete mediation efforts by

religious actors, resulting in peaceful settlements of several violent and potentially violent conflicts. Peace agreements were signed and informal agreements were adhered to on adjusting timing and venue for public gatherings and processions. Although efforts were good, still at least ten people lost their lives as a result of sectarian clashes during the commemorations, at the same level as in 2012. In 2014 there was fear that sectarian tension in the Middle East related to the fighting in Syria and Iraq would contribute to escalate the violence during Muharram in Pakistan. Efforts were therefore further scaled up and the coordination between religious actors and the government strengthened. It is likely that this programme contributed to a reduction of violence seen in 2014, with only one fatal incident registered in connection with the Muharram commemorations.

**DEVIATIONS AND LESSONS
LEARNED**

The implementation of this programme was halted by strict civil society laws in Sudan and Ethiopia, while in most other contexts the programme was implemented as planned. Achieving equal or at least minimum participation of women in the different levels of NCA supported peace work has been a challenge and the results are not satisfactory. In some contexts, NCA's focus on working with religious leaders has almost per design made it very difficult to include women, since female Imams and in some areas female pastors

and bishops are non-existent. Over the period NCA has started focusing more on the broader group of religious actors, including any resource person - men, women or youth - having some kind of affiliation with larger or smaller faith community structures. This has made it easier to find ways of including women, since women often do hold formal and informal positions in their respective faith communities, although they are not formal religious leaders. These experiences are stepping stones for the NCA's upcoming strategy, where we will focus on women's participation in peacebuilding. Furthermore, the work with interfaith structures will be continued, with an increased focus on utilising faith-based methods and resources for peacebuilding.

GLOBAL OUTCOME RESULTS*
FAITH COMMUNITIES AND PEACEBUILDING

OUTCOME 1: Faith actors have established interfaith structures for cooperation and peacebuilding

Achieved in Kenya (East Africa), DRC and Pakistan, while not fully achieved in Haiti, Sudan and Ethiopia. The focus under this outcome has been on establishing and strengthening sustainable interfaith structures as a first step to enable joint action from faith-based actors. Investing in relationship building between the actors in question has been important to achieve this. Between 2011 and 2014, NCA contributed to establish and/or strengthen 44 formal and informal interfaith structures (including in India and Zanzibar).

OUTCOME 2: Women are empowered to influence faith-based peacebuilding initiatives

Achieved in Kenya (East Africa), DRC and Somalia, while not fully achieved in Ethiopia. NCA has empowered women through for example capacity building on conflict transformation and UN's women, peace and security resolutions, networking between women involved in faith-based peacebuilding, strengthening of regional faith-based actors' gender/women's desks and support to women's participation in mediation teams. With the exception of DRC (see main report), it has, however, so far proven difficult to document the exact effects of this empowerment.

OUTCOME 3: Right-holders are mobilised by faith actors to address driving factors of violent conflicts in their local communities

Achieved in Kenya (East Africa) and Somalia. Through collaboration with province, national and regional faith-based bodies in East Africa, NCA supported an array of peacebuilding initiatives involving religious leaders. For example, in Somalia, the Puntland religious leaders secretariat reached approximately 1,200,000 women and 800,000 men, i.e. 75% of the total Puntland population, with awareness-raising messages on piracy, contributing to an increased awareness on the negative effects of piracy and a reported decrease in community support to pirate groups.

OUTCOME 4: Faith actors have accompanied local communities and minority groups to protect their right to peace and security

Achieved in Middle East and Pakistan, where different measures were taken to accompany minority groups. For example, in Pakistan, NCA supported different partners working with Madrassas (religious schools) to promote intra/interfaith harmony and rights of religious minorities based on Islamic teachings. One of the partners facilitated the development of a peace textbook for 9th and 10th grade students which has been endorsed for use in Madrassas of different schools of thought in Islam. In the Middle East, the Ecumenical Accompaniment programme has secured stable access to education for more than 4,000 Palestinian children each year.

OUTCOME 5: Faith actors at local and national level have formed strategic alliances for peace advocacy

Achieved in Kenya (East Africa), Middle East and Pakistan, while not fully achieved in Haiti. For example, in East Africa regional faith-based bodies were supported in building linkages to other key civil society actors or decision-making bodies, and the All Africa Council of Churches developed and MoU and set up a liaison office with the African Union.

OUTCOME 6: Faith actors have implemented peacebuilding interventions that address driving factors of violent conflicts

Achieved in Somalia, Middle East and Pakistan, while not fully achieved in Ethiopia. The nature of the interventions has varied according to context. For example, in Pakistan, religious leaders have regularly participated in TV shows, press conferences, facilitated dialogues between religious groups, engaged in situations of religious tension etc, all in order to discourage religious extremism and sectarianism, which are drivers of conflict in Pakistan.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

5.2 GENDER JUSTICE

Gender discrimination, violence and the exclusion of women from decision-making positions are among the primary barriers to gender equality. Violence against girls and women is often overlooked and condoned because of gender inequality and power relations. Women are not only underrepresented in arenas where decisions are made that affect their lives, but they also lack access to economic resources to live a dignified life. NCA identified two global programmes addressing gender justice:

- **Gender-Based Violence (GBV)**
- **Women in Governance**

The GBV programme focused on “breaking the silence” to end stigmatisation and discrimination of GBV survivors by offering them safety and justice. Various strategies were applied to promote a zero tolerance policy towards harmful practices, like female genital mutilation (FGM), child and forced marriage, sexual violence and trafficking. The Women in Governance programme focused on

promoting women as active citizens, mentoring of women to become leaders, promoting women as candidates in local elections and advocating for affirmative action and quotas for women. These strategies were also applied in faith-based institutions, where NCA has seen changes as a result. NCA’s partners have confronted their own, often patriarchal structures, social norms and harmful practices. This has created new opportunities for girls and women, and engaged men, including religious and community leaders, to be positive masculine role models. Innovative approaches have been applied to foster dialogue at community level between various stakeholders to identify harmful practices and jointly commit to ending these. Both programmes have contributed to an expansion in knowledge and strengthened advocacy for the importance of enforcement of existing legislation and passing new laws to uphold the rights of women and girls.

Promoting women’s rights and gender equality was a focus area for almost all NCA country programmes, which is in line with NCA’s gender policy principles.²⁰



Community participants speaking about trafficking in Karonga, Malawi.
Photo: Callisto Sekeleza/Norwegian Church Aid, Malawi

²⁰ NCA has adopted the ACT Alliance Gender Equality Policy Principles, 2010 – <http://www.actalliance.org/resources/policies-and-guidelines/gender/>

SELECTED RESULTS:

GENDER JUSTICE

- Gender-Based Violence (GBV)
- Women in Governance

HAITI AND THE DOMINICAN REPUBLIC

510 GBV survivors received legal, psychosocial and economic assistance.

KENYA

273 religious and traditional leaders publicly denounced harmful practices. A gender audit of the Anglican Church resulted in a 40% increase of women representatives to the Church Council.

GUATEMALA

8,600 indigenous women know their legal rights to a life free from violence. 1,770 indigenous and mestizo women became leaders in 50 communities.

TANZANIA

3,000 women received legal aid as a result of the establishment of 30 paralegal units in 19 districts.

ANGOLA

The Church Council contributed to the revision of the law against domestic violence. Churches are increasingly becoming involved in GBV campaigns compared to the situation before 2011, where they considered GBV a private issue.

SOUTH SUDAN

71 women were elected as councillors to the local boma councils.

MALI

* 612 girls and women with obstetric fistula received medical treatment.
* Advocacy efforts by NCA's partners led to some types of fistula treatment (recto-vaginal) becoming free of charge.
* 1,206 women were elected to the local committees in their communities and four women to the Parliament.

PAKISTAN

NCA's GBV programme resulted in the prevention of 61% of planned forced marriages and the enabling of 66% of women in project areas to obtain their share of inheritance.

LAOS

More than 5,000 school children and youth in Bokeo province know how to protect themselves against human trafficking and drug abuse, and have learned what safe migration means.

VIETNAM

A pioneer programme working with men reduced domestic violence by 60-80% in project areas, while also contributing to the passage of a law banning violence against women.

MYANMAR

264 (184 women) paralegals have provided support for GBV survivors since 2012, 5 legal aid clinics were established.

SOMALIA

16,800 women and men were mobilised against FGM in Gedo and Puntland. 80 religious and community leaders took part in community conversations, a first step towards the abandonment of FGM.

ETHIOPIA

13,459 girls registered as uncut were not subjected to FGM - of these 116 cases were tried in court. The national law against FGM was applied by reporting of 299 cases of FGM.

ZAMBIA

NCA partners collaborated with the Government towards the enactment of the Gender Equality Bill, which marked progress towards domestication of the Convention of the Elimination of all forms of Discrimination Against Women (CEDAW) and the Southern Africa Development Community (SADC) Gender Protocol. Women's participation increased in local structures affiliated with the Catholic Church.

SOUTH AFRICA

Church leaders are challenging harmful behaviour, attitudes and practices, both within own congregations and towards the general public. FBO partners have joined the movement for monitoring of the SADC Gender Protocol to increase Government's accountability on gender justice.

GENDER-BASED VIOLENCE (GBV)²¹

Overall goal: Men and women are mobilised and act together to address harmful practices encouraging gender-based violence

Summary of the programme's achievements compared to overall goal

The GBV programme contributed to reducing the stigmatisation associated with GBV and changing social norms by empowering and engaging women, men and faith actors. The GBV programme focused on preventing GBV, protecting girls and women, providing safety for GBV survivors and facilitating their access to justice, and advocating for the passage of laws and monitoring the enforcement of existing laws related to GBV. More than 4.1 million men and women gained knowledge about their right to a life free from GBV through NCA and partners' efforts.

STRENGTHENING CIVIL SOCIETY

FBOs and religious leaders mobilised to end GBV

This programme aimed at empowering women to be aware of their rights, but also to challenge both women and men on their own cultural and social norms that contribute to sustain GBV practices within their families and communities. FBOs and religious leaders, not the least female faith leaders, play an important role in either sustaining or challenging social norms on gender and GBV. NCA therefore focused on mobilising these actors to engage in the work against GBV – both in addressing rights-holders at the grassroots, as well as duty-bearers at different levels. NCA saw this as particularly important because powerful conservative faith-based actors are joining forces to reverse rather than promote women's rights, including sexual and reproductive health rights. These conservative actors are building networks in several of the countries where NCA works, justifying their positions with faith-based arguments. Together with the ACT Alliance, World Council of Churches (WCC) and World Young Women's Christian Association (World YWCA), NCA therefore organised side-events and worked to influence the agreed conclusions at the UN Commission on the Status of Women meetings in New York in 2013 and 2014, promoting faith actors with contrasting reflections.

With this as a backdrop, NCA achieved important results. Using faith-based resources and engaging in dialogue from a faith-based perspective, NCA succeeded in mobilising FBOs and religious leaders against GBV. Supporting the development of tools for the reinterpretation of religious dogma in the Bible led to the development of the *Tamar campaign* in many church congregations, while the *Saaxarla campaign* in Somalia used messages from the Quran to address

GBV. In many countries, religious leaders, as moral duty-bearers, took a stand against GBV and included messages on a zero tolerance towards FGM and other forms of GBV in their sermons. The programme also succeeded in building bridges between FBOs and the women's movement, which is often not an easy task. As a result of this, FBOs participated in several campaigns against GBV and lobbied for changes in laws and policies related to GBV and the rights of women and girls. For example, in 2013, 40 partners and NCA staff from 15 countries in Africa were trained by NCA's South African partner Gender Links on advocacy methods for mobilising around the annual global *16 Days of Activism against GBV campaign*. This event, which previously had been dominated by women's organisations, opened new arenas of involvement for FBOs, and new alliances between FBOs and women's organisations were created. Christian FBOs also established the *We Will Speak Out alliance against GBV*²² and a number of inter-faith consultations on GBV and gender were facilitated by NCA in Ethiopia, DRC, Kenya and Malawi to mention a few. In 2013, for the first time, FBOs participated in the CSO Alliance monitoring the SADC Gender Protocol in Southern Africa, and the same year the first award for FBOs for outstanding work on gender justice was given to one of NCA Tanzania's partners.

²¹ Gender-based violence (GBV) refers to any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences, like power inequalities between women and men. GBV violates a number of human rights. UN defines violence against women as "any act of GBV that results in, or is likely to result in, physical, sexual or mental harm or suffering to women, including threats or such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life".

²² *We Will Speak Out* (WWSO) is a global coalition of Christian-based NGOs, churches and organisations, <http://www.wewillspekout.org/>

SELECTED RESULTS

CASE 1:

Faith-based actors contributed to change of social norms upholding FGM and other harmful practices

WHY: In Ethiopia, Somalia, Mali and parts of Kenya a majority of girls and women are subjected to FGM²³. This harmful traditional practice is performed owing to a mix of cultural, religious and social factors. Religious scholars don't prescribe this practice, but some practitioners believe it has religious support and is a necessary act for girls to become women. Despite laws, national actions plans and criminal codes banning FGM, abandonment of the practice is still far from achieved as community agreements are essential in order to end the practice.

WHAT: NCA and partners use a range of different strategies to achieve abandonment of FGM. Three strategies are used in all contexts and have proven to be effective in changing peoples' attitudes and behaviour: 1) challenging religious leaders to take a stand against FGM and integrate this as part of their religious teachings, 2) engaging men and women in community dialogues aimed at collective abandonment and 3) promoting laws against FGM.

RESULTS: Important steps were taken in Ethiopia, Kenya and Somalia towards achieving acknowledgement of religious leaders that FGM is not a religious prescription, and many religious leaders have become change agents in the movement to eliminate FGM, child marriage and other forms of GBV. In Mali, NCA and partners had success in reducing early marriages.

In Ethiopia, there are signs of change leading to the abandonment of FGM in target areas. 143,000 women and men participated in community conversations and 86 communities declared zero-tolerance towards FGM. NCA and partners have contributed to this change through a combination of methods, such as challenging FBOs to engage against FGM. Three of the main denominations declared zero tolerance towards FGM. The Inter-Religious Council of Ethiopia, representing seven religious institutions, endorsed a statement condemning FGM. NCA and partners also worked with traditional structures (Iddirs) to revise their by-laws by including articles banning FGM. As both religious and traditional leaders have great

impact on shaping public opinion, NCA believes these efforts have contributed to the change that is slowly taking place in Ethiopia.

Also in Kenya and Somalia, the engagement of religious and community leaders in condemning FGM as a non-religious practice has contributed to transforming attitudes and practices. Through community dialogues, men, women, girls and boys are gaining knowledge about harmful practices and the need for change. In Kenya, NCA has witnessed a change in attitudes from 2011, when FGM was a taboo subject to 2014, when community members engaged freely on the matter, many saying "no" to FGM in public. This is a first step towards abandonment.²⁴

In Mali, where no law against FGM exists, it has proven difficult to mobilise imams against FGM, but NCA and partners have contributed to a notable change in the mentality of religious leaders, influential community members and parents about early marriages. Increasingly imams, mayors and community leaders are refusing to "bless" weddings involving minor girls. The project, which has also contributed to the signing of three local conventions to end the practice of early marriage in 52 villages, had an impact beyond the target areas, as 13 additional municipalities asked for similar conventions. In total, 282 child marriages were prevented in the target areas.



Religious leaders of different faiths discuss FGM and gender-based violence in Ethiopia.

Photo: Hilina Abebe/Norwegian Church Aid, Ethiopia

²³ FGM is mostly carried out on young girls between infancy and 15 years, mainly by unskilled practitioners, and comprises all procedures that involve partial or total removal of the external female genitalia, or other injury to the female genital organs for non-medical reasons. FGM has serious health hazards, which affect reproductive health and is a human rights violation.

²⁴ *Abandoning the Blade. The Situation of Female Genital Mutilation in Madera and Kajidao Counties, Kenya, 2014*

CASE 2:
Myanmar: Breaking the silence on GBV

WHY: The *Breaking the Silence* (BtS) programme was initiated as a response to a situation of high prevalence of GBV and gender discrimination being a great barrier for girls and women to fulfil their right to a life free from violence. Common attributes to enable this situation include: a culture of silence, male domination, power abuse, lack of awareness of rights, lack of services and legal redress, as well as fear of violence and shame. Human trafficking and systematic sexual violations, such as rape, are current practices in the conflict areas. Impunity of perpetrators has been the rule and legislation almost inexistent.

WHAT: The programme targeted FBOs, teachers and students at faith-based colleges and schools. NCA's role was to build the capacity of partners and bring together CSOs, legal networks and FBOs. Participatory methods and gender training were used to build awareness on GBV, document and provide legal aid to survivors and advocate for new legislation against GBV. Almost 15,000 rights-holders (6,000 women) benefitted directly from the programme.

RESULTS: A recent evaluation report²⁵ concludes that the programme contributed to important impacts in terms of changes in attitudes and practices, and ultimately in breaking the silence on GBV. Reduced levels of violence against women and girls are reported in the target areas. The number of GBV cases that are brought to court has increased.

A considerable contribution towards these results was the development of a curriculum on GBV and gender equality and its introduction into the two main faith-based educational institutions. New participatory teaching methods invited students to reflect critically on the social and traditional norms upholding gender-based discrimination and resulted in a considerable reduction of harassment against girls in schools, a change in teachers' behaviour, and a change in attitude among girls, who now are more confident and outspoken.

Through the work in Northern Shan state to prevent human trafficking, community-based groups with support from YMCA reported cases to the anti-trafficking unit, rescued 26 (3 men, 23 women) and prevented 91 (35 men, 56 women) from being trafficked to China.

The programme established a positive collabo-

ration with the Department of Social Welfare and other Government institutions. NCA and partners contributed with baselines, research and comments to drafts of the official CEDAW report (and to a shadow CEDAW report), the National Strategic Plan for Advancement of Women 2013-2021 and the *Anti-Violence against Women Law*. This was the first time ever the Government cooperated with women's organisations around the adoption of a law.

NCA and partners have contributed to bringing the issue of GBV to the forefront in Myanmar. Bringing people of different faiths and ethnic groups together was in itself a major achievement after years of isolation and distrust. Together, Buddhist and Christian FBOs contributed to identifying causes and consequences of GBV in their communities and applied their new knowledge and attitudes to unpack a culture of silence on GBV.



16 days of activism in Monastic School in Mandalay, Myanmar. Lend a hand to end gender-based violence.

Photo: Phyu Kyi Khaing/Norwegian Church Aid, Myanmar

CASE 3:
Pakistan: Religious leaders' contributed to securing womens' inheritance rights and their right to consent in marriage

WHY: Due to gross gender inequalities, Pakistan figured as the 134 out of 136 countries in the Gender Gap Index (2012), with 16% of girls married being between 15-19 years of age²⁶ and 58% of all those married being below 20 years of age. NCA partners identified consent to marriage and inheritance rights for women as a focus for the programme.

WHAT: NCA and five partners implemented a 3-year programme (2010-2013) with the aim of reducing deprivation of women's rights to inheritance and choice in marriage.²⁷ The programme mobilised faith actors and religious leaders of different faiths together with CSOs to make use of religious arguments in support of women's constitutional rights and to address cultural and religious conservatism and traditional practices.²⁸

RESULTS: The programme brought about fundamental changes in knowledge, attitudes and behaviour, resulting in the prevention of 61% of planned forced marriages and the enabling of 66% to women to obtain their share of inheritance in target areas.

The excellent results achieved through this programme have made a difference in the lives of many women in Pakistan, as their rights to inheritance and consent to marriage have been secured. One key strategy to achieve a change in social and cultural norms towards GBV was the linking of women's organisations with religious leaders. This was a new approach for women's organisations, which were initially reluctant to work with religious leaders, but it turned out effective for influencing peoples' mindsets. More than 700 religious leaders (including 36 females) were engaged in awareness-raising and delivered more than 8,500 religious sermons promoting consent and denouncing GBV.

Together with other CSOs NCA's partners lobbied successfully for the passing of the Anti-Women

Practice Bill (2011), which makes increased the punishment for forced marriages and deprived inheritance rights punishable. This was an important step towards enhancing women's rights, and combined with the mobilisation of youth (almost 4,000 boys and 4,000 girls) and women (almost 10,000) as change agents and an awareness-raising campaign reaching more than 1.3 million people, the foundations were laid for changes in attitudes and practice.

As a result of community mobilisation, girls' enrolment in 50 government schools increased by 25% during 2011-2012. An end-review stated that the programme was institutionally sustainable because of the community organisations and committees established as a result of the programme.

DEVIATIONS AND LESSONS LEARNED

To a large extent the 18 country level GBV programmes were implemented as planned, except in Sudan, due to lack of government approval of the partners. In Vietnam, NCA phased out the GBV programme during the reporting period, and in Somalia NCA started a new joint programme on FGM/GBV with Save the Children in 2013. In Pakistan, NCA's GBV programme ended in 2013, while a new programme was designed and the funding secured from the EU delegation from 2015. Some country programmes shifted between Women, Peace and Security, GBV and Women in Governance, as the three programmes are complementary to each other. For example the GBV programme in Mali was adapted to a new situation of war and conflict, which required interventions to assist rape survivors.

The lessons learned from this strategy period will input NCA's GBV programme in the new strategy. Firstly, NCA has seen that changing social gender norms is challenging and requires long-term work and involvement by all relevant stakeholders. Applying methods such as *Community conversations*, *Behaviour Change Communication* and *Positive masculinities* have proven to be successful for changing social norms.

A second lesson learned is that we need to apply the gender power analysis more systematically, establish baselines and make use of research-based knowledge in monitoring of results. Thirdly, NCA has learned that FBOs can potentially become strong advocates for women's rights, but that it is dependent on their willingness and ability to change own structures, culture and practice of male dominance. Engaging men at all levels to use their influence to end GBV is a prerequisite if GBV is to be reduced. The combination of committed actions by faith-based actors and awareness-raising of the legal rights of girls and women has led to changes in social norms and has had great impact on the lives of many girls and women. However, faced with the trend of conservative religious alliances undermining sexual and reproductive health rights and other women's rights, NCA needs to put an emphasis on bringing out alternative voices from male and female faith leaders defending these rights and promoting gender justice. NCA has seen over the last years that this is best done by employing faith-based tools and engaging in dialogue from a faith perspective.

²⁵ Breaking the Silence Programme on gender-based violence. Final Evaluation Report. Yangon, December 2014.

²⁶ Global Gender Gap Report, World Economic Forum.
²⁷ The programme was funded by the Royal Norwegian Embassy in Pakistan and contributed to the international action point in the Norwegian Action Plan against forced marriages. The new GBV programme received EU funding at the end of 2014 and is starting up in 2015.
²⁸ The so-called 'Marriage with Quran' means that girls and women are married off to the Quran for the rest of their lives in a ceremonial practice to live in celibacy and this is used by male relatives to keep their land and property intact and women loose their inheritance. Another tradition is to give a girl away as an offer to settle disputes (Wanni/Swaraj).

GLOBAL OUTCOME RESULTS*

GENDER-BASED VIOLENCE

OUTCOME 1: Rights-holders are mobilised to claim their rights to a life free from gender-based violence

This outcome was to a large extent achieved in all programmes through capacitating rights-holders not to tolerate any forms of GBV. Rights-holders learned to speak up against GBV and to identify various forms of GBV, often accepted by traditions, families and society. Rights-holders also learned where their claims should be directed to avoid GBV. As a result, more attention towards the rights of the girl child became apparent.

OUTCOME 2: Faith- and community based organisations are mobilised to prevent and reduce all forms of harmful traditional practices

One of the successes of the programme has been to mobilise FBOs, CBOs and religious leaders to reduce GBV. Continuously promoting abandonment of FGM and other GBV through specific interventions with religious leaders has led to results, Ethiopia and Kenya being the best examples. In Mali, Sudan and Somalia, it has been more difficult to achieve this, as religious leaders are more likely to defend a “milder” form of FGM. However, in northern Mali, Imams were engaged in addressing child marriages.

OUTCOME 3: Faith- and community-based organisations have been influenced to transform and change beliefs, attitudes, behaviour and practices that uphold GBV

It has been challenging to raise GBV issues within the churches. This was experienced by staff and partners in Southern Africa. Still major achievements are observed as there was willingness to critically review own practices and to reinterpret theological dogma. In Myanmar, Pakistan, Laos, Vietnam and Guatemala, the programmes documented changes in attitudes and practices which led to breaking stigmatisation of GBV.

OUTCOME 4: Duty-bearers take responsibility to promote positive and transformative masculinities to overcome GBV

Changing violent forms of masculinities has proven to be important to reduce GBV. Specific initiatives promoting positive masculinities were taken in Myanmar, Guatemala, Haiti, Pakistan and South Africa. This increased men’s involvement in the projects, including faith actors. The programme led to young men becoming more open to change, and religious leaders, often men, gained new insight into men’s role in the causes and consequences of GBV.

OUTCOME 5: Duty-bearers are influenced to implement national laws and domestications of legal frameworks preventing GBV and promoting the rights of women and girls

NCA’s partners in Mali, Guatemala, Zambia, Kenya, South Africa, Angola, Myanmar, Vietnam, Pakistan and Ethiopia, have influenced duty-bearers to adopt and implement national laws related to women’s and child rights. NCA’s partners contributed to increasing rights-holders’ knowledge of and to the implementation of the existing laws. Linking resource partners, like female lawyers’ associations and FBO partners was an important strategy to achieve this.

OUTCOME 6: GBV survivors and groups at risk have access to safety and justice

The programme achieved probably more than expected related to this outcome. Direct support to organisations providing shelters/safe houses for GBV survivors was a key strategy in Guatemala, Haiti, Pakistan, Malawi and Zambia, while in other countries NCA provided psychological, medical, legal and economic assistance. The total number of GBV survivors assisted is not available as it has not been recorded systematically.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

WOMEN IN GOVERNANCE (WIG)

Overall goal: Increase women’s participation in governance issues and structures

Summary of the programme’s achievements compared to overall goal

Almost 14,500 women have obtained decision-making positions in Government, local committees and church structures in many countries on all continents.

STRENGTHENING CIVIL SOCIETY

Strengthening of women led to increased participation in decision-making

Underrepresentation of women in decision-making fora represents a democratic weakness to the right to have one’s voice heard. The WIG programme contributed specifically to strengthen women as an essential part of civil society, by overcoming barriers to women’s participation and influence on decision-making in faith-based organisations, church bodies and in local governance structures. Women’s participation in governance increased in a number of FBOs and church councils through the use of the internal review tool gender audits. These reviews were used to develop gender policies and building leadership skills of women to become active citizens.

Successful strategies used were for example coaching women and young women in leadership skills, establishing women’s networks, promoting women as candidates in elections and making use of affirmative action by setting quotas for women to promote gender parity. By making use of experiences from women’s organisations in how to build women’s leadership ability, FBOs were able to apply these methods in their own organisations. We see several results of these efforts, for example in Kenya and Zambia.

In northern Mali, women’s representation in local committees in their communities increased from 601 in 2011 to 1,206 women in 2014. In the national elections in 2013 four women from northern Mali were elected to Parliament (before there was one), which is a remarkable achievement in this context²⁹. Also in Zambia, Kenya, South Sudan and Guatemala, women were promoted as candidates and elected. This resulted in the councils setting new priorities as women responded proactively to concerns in the communities (like health, schools, water), and prioritised differently from what men had done. An evaluation from Zambia found that “Women councillors are more likely to serve the community than their male counterparts”, and that “*Women’s participation improves the quality of local governance and increases accountability to communities.*”³⁰

Advocacy towards adoption and monitoring of laws and legislation for gender equality and gender parity was also a key strategy. As a result of the programme, some of the FBOs in Southern Africa became participants in the annual SADC Gender Summit tracking the implementation of the SADC Gender Protocol at national level. Having this role as a watch-dog, the Alliance used so called Citizen Score Cards and a specific Gender Progress Score when involving citizens to rate their governments’ performance towards the Protocol to measure accountability.

International Women’s Rural Day celebration in 2014. A VICOBAs group in Kajiado displays how they conduct their business as part of women’s empowerment.
Photo: Axel Fassio/Norwegian Church Aid



²⁹ Local elections scheduled for 2012 were postponed due to the crisis and have not been organised yet.
³⁰ Evaluation Report Women in Governance, Zambia, Shuna Keen, 2015, p 12.

SELECTED RESULTS

CASE 1:
South Sudan: Women became local leaders

WHY: There was a general shortage of local governance structures in South Sudan when the country gained independence in 2011, and a gap between the new government structure and the traditional governance structures, which caused many community conflicts. A lack of women holding government positions resulted in women’s voices not being heard. The local Government Act of 2009, which endeavoured to merge formal and traditional governance structures and to include women in decision-making, was a starting point for NCA and partners to work for enhancing women’s participation.

WHAT: NCA and partners have in the period 2012-2014 provided local representatives in Eastern Equatoria State, including future female leaders, with leadership skills.

RESULTS: As a result of NCA and partners’ facilitation of leadership training for women and men, women succeeded to be elected as local councillors for Boma³¹ councils. (ref. chapter 5.1)

As a direct result of NCA and partners’ interventions, 71 South Sudanese women have obtained decision-making positions in local government. From no women in such positions previously, women now constitute 17% of the local councillors in the Bomas in the target area. In several districts women are not only represented in these councils, but are also actively participating in community meetings and court hearings. According to some of these women, the positions they have gained have been escape-routes from an imposed system where women’s concerns are not regarded as relevant.

The representatives were trained in how to advocate towards the government to fulfil their duties to deliver social services and elaborating action plans for development activities. Local communities gained knowledge about gender awareness and were

encouraged to elect women for decision-making positions. In collaboration with the local government, female councillors were trained in accountable governance, gender dynamics and leadership.

The capacity building of female councillors has indisputably empowered and built their confidence. Women in leadership positions are role models for women in the communities, some of whom also gained confidence for active participation in lower level decision-making structures. Moreover, improved awareness on gender and power dynamics in the local communities helped to break cultural barriers on gender relations. Following NCA and partners’ interventions, there is evidence that South Sudanese men in target areas are beginning to value women’s participation in governance positions.

CASE 2:
Southern Africa: Churches became more gender sensitive

WHY: Women’s participation in governance structures and leadership positions in the Southern African region remains low, both within the church and government structures. There is a lack of proper legislation and slowness in adopting quotas. In many ways the churches are seen as an obstacle to increasing women’s participation in terms of being overwhelmingly male-dominated hierarchies.

WHAT: NCA and partners conducted gender audits of the national church councils in Malawi, South Africa, Zambia, Zimbabwe and Lesotho between 2008 and 2012. These audits examined the policies, structures and practices of the councils. A follow-up gender audit was done in 2013 to gauge whether there had been a gender transformation in the churches as a result of the advocacy efforts. NCA and partners finalised a revised gender toolkit for churches in 2014 with modules for leadership training³². Most of the advocacy has had an internal focus, but also on influencing governments to make use of new constitutional changes on quota to increase women’s representation and participation in decision-making processes.

31 Boma is lowest level of governance.

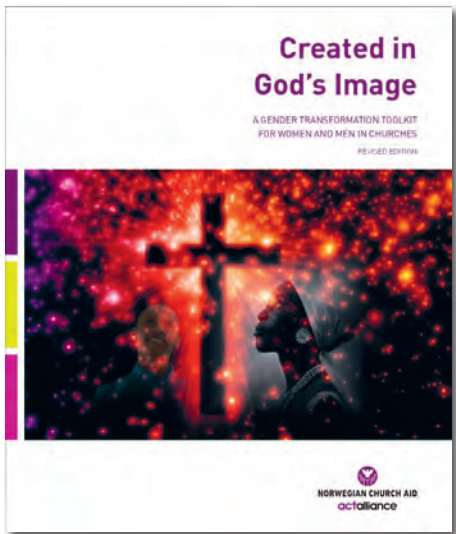
32 *Created in God’s Image, A Gender transformation toolkit for women and men in churches*, revised edition, 2014.

► **RESULTS:** Gender audits of national church councils initiated by NCA and partners found that there were few women holding leadership positions, as the churches themselves may perpetuate gender stereotypes and gender discrimination. This situation has contributed to theological reflections on gender discrimination and GBV, where religious leaders gained knowledge on women’s right to participation and the need to strive for gender equality inside church structures.

One of the achievements is how NCA and partners in Southern Africa successfully conducted research to provide baseline information in order to assess changes. The gender audits and follow-up study resulted in a number of churches adopting gender policies and will ensure that gender is institutionalised in the churches. In Zambia, a result of NCA and partners’ interventions was the Theological Declaration on gender equality adopted by all church bodies, which gave legitimacy to make changes. As a result of this, there is now up to 50% increase in the number of women occupying leadership positions in various church congregations, including in the Catholic Church structure at the community level, which traditionally has been highly male-dominated.

NCA and partners have contributed to a gradual acceptance of women’s rights within the churches in Southern Africa. It has become clear that the churches’ legitimacy regarding women’s rights is highly dependent on their own policies, practices and the political will of the leadership of the churches. Even though actual numbers are increasing at a very slow pace, NCA has seen that

churches are more consciously investing in gender balance among their leadership structures.



Created in God’s Image is a gender transformation toolkit for women and men in churches.

DEVIATIONS AND LESSONS LEARNED

The seven country level WIG programmes have to a large extent been implemented according to the plans, but NCA had expected more countries to develop WIG programmes. The lack of women’s presence where decisions are made in church structures was raised as an issue of concern by many partners, and thus NCA expected their readiness to take on and develop this programme. As this also included addressing male dominated structures in church institutions, it might have been too challenging for some FBO partners. Resistance from some leaders towards female leadership also contributed to this. The gender audits of the church councils came out differently, some successful, others not. The programmes which succeeded were those that learned from CSO actors such as women’s organisations at national and local level, and applied methods and strategies used by them to promote women candidates and to build their leadership capacity.

Although the programme will discontinue in the next global strategy, increased participation of women in decision-making and empowerment of women as rights-holders will be highlighted in all future

programmes. In conflict areas, promoting women’s participation in decision-making processes and as agents of change will continue to be of specific importance in NCA’s peacebuilding programme.

Several lessons learned from this programme bear importance for NCA’s continued effort on mainstreaming gender and lifting the role of women in peacebuilding. NCA has seen that even during times of armed conflict and natural disasters, it is possible to work for women’s participation. During the occupation of northern Mali in 2012, women organised and took a lead in life-saving measures and responded to the needs of the communities. Also in Guatemala there were similar experiences with indigenous women taking leadership in organising their own emergency preparedness committees to meet their needs, as well as becoming elected representatives in a number of municipalities.

NCA has seen that it is possible to engage FBOs and religious actors to work for women’s rights, not only within own institutions, but also through taking part in advocacy at national level, despite occasional resistance. Finally, NCA has over the last four years experienced that promoting women’s rights and agency is becoming more risky in many countries. Creating fora for dialogue and protecting women human rights defenders will be important also when working with women’s participation as a crosscutting concern.

GLOBAL OUTCOME RESULTS*

WOMEN IN GOVERNANCE

OUTCOME 1: Women actively participate in governance processes and structures

In Mali, Guatemala, South Sudan and Zambia, NCA succeeded in increasing the number of women elected as local councillors, sometimes well over the estimated numbers planned. In Kenya, Angola and Zambia, women were for the first time elected to leadership positions in the churches, also becoming chair persons, as a direct result of the programme.

OUTCOME 2: Duty-bearers respect women’s right to participate in governance structures

In Mali, Guatemala, Zambia, Kenya and South Sudan, NCA and partners influenced duty-bearers to respect women’s right to participate and become leaders in local governance structures. In Zambia, Kenya, South Africa and Angola church structures were influenced to accept and promote women’s participation. As a result of gender audits in churches in Southern Africa and Kenya, women and men accepted and saw the positive aspects of promoting women in leadership positions. Strategies applied to achieve this was reinterpreting theological dogma on women in leadership and enforcing the use of gender balance in national legislation and constitutions.

OUTCOME 3: Duty-bearers have been influenced to institutionalise the principle of gender balance and equity in governance structures

This has been achieved by most of the Women in Governance programmes. Making use of new national constitutions on gender balance and quota, like in Kenya, Angola and Zambia, the church councils were engaged to apply the same principles of gender parity, which resulted in increased numbers of female leaders and opened up for women to become head of church councils. In Mali, Guatemala and Zambia, female representation was increased in municipality councils and committees.

OUTCOME 4: Duty-bearers have been influenced to include international HR conventions on women’s rights in national laws and practices

In South Africa, Zambia and Kenya, FBOs joined ongoing advocacy efforts by CSOs to monitor and track the national level implementation of the SADC Gender Protocol. In Guatemala, partners advocated for a law on femicide and participated in CEDAW reporting. In Angola, the church council contributed to the revision of a law banning violence against women.

OUTCOME 5: Duty-bearers have been challenged to transform informal structures of power and/or patriarchy

All the seven country level WiG programmes contributed to important changes in attitudes and practices towards more equality between women and men; in family life, communities, churches and congregations. The programme addressed both formal and informal power structures and the linkages between them, which are not always easy to document. Except for South Sudan, all the programmes were combined with a GBV programme, which also focused on changing structures of power and/or patriarchy.

OUTCOME 6: Young girls and women leaders have accessed mentoring, coaching and support

All programmes achieved results in empowering girls and women by creating networks and building associations. Some country programmes, such as Mali, applied specific mentoring programmes for women to build their capacities as leaders. Engaging young women into leadership positions on issues relevant to their lives proved to have impact for changing social norms in some projects addressing FGM, such as the “Uncut girls clubs” in Ethiopia.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

5.3 ECONOMIC JUSTICE

More than a billion people continue to live in extreme poverty. The unequal distribution of wealth and power within both poor and middle-income countries, as well as between countries, remains a major challenge. For NCA, economic justice means to change the fact that the world’s economic resources flow from poor to rich countries. It also means advocating for a distribution of the earth’s resources in a way that eradicates poverty, reduces negative effects of economic growth and enables economic opportunities and sustainable livelihoods for all.

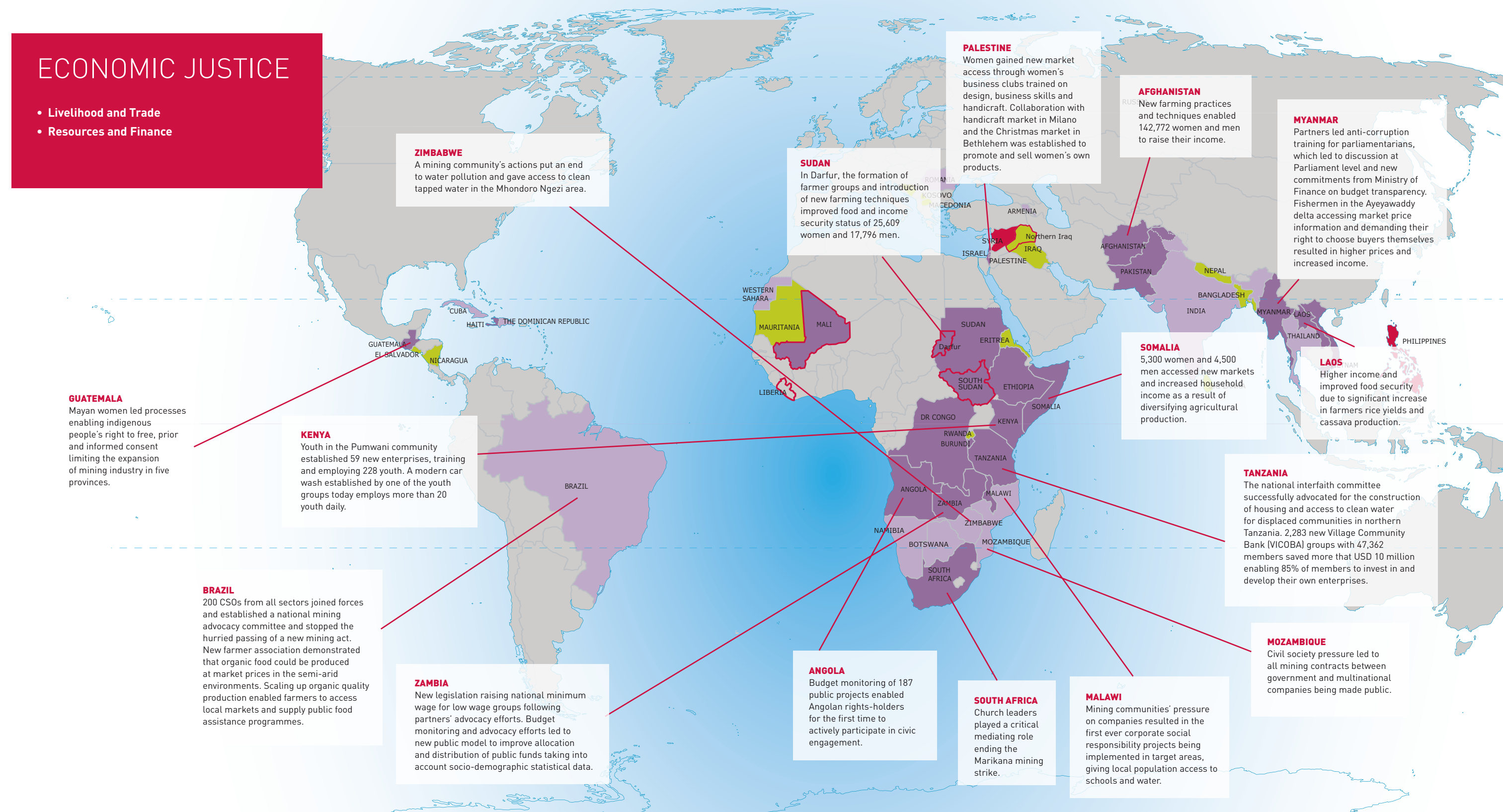
NCA aims to increase the capacity of developing countries to address poverty and inequality and make institutions at all levels accountable to poor and marginalised groups through our two programmes:

- Livelihood and Trade
- Resources and Finance



Abdallah Abadleh from southern Gaza is attending a three-year training in carpentry at NECC/DSPR’s Vocational Training Centre in Gaza City.
Photo: Kirsti Naess/Norwegian Church Aid

SELECTED RESULTS:



LIVELIHOOD AND TRADE

Overall goal: Mobilisation for sustainable livelihood and reduced economic vulnerability

Summary of the programme's main achievements compared to overall goal
From 2011-2014, NCA and partners organised almost 517,000 rights-holders in groups to actively improve own livelihood. The rights-holders' economic vulnerability has been significantly reduced. This was achieved through NCA's approach of working through groups enhancing and adding value to their agricultural products, developing entrepreneurial and business skills, facilitating access to capital and enabling women and youth's access to vocational education.

STRENGTHENING CIVIL SOCIETY

Mobilising and organising women in groups for improved livelihoods

One of the main strategies for strengthening civil society in the Livelihood and Trade (L&T) programme is to mobilise and organise people for improving their own livelihoods. Means like cooperatives and savings and loans groups are used for sharing information, collective bargaining and as learning platforms about rights. Mobilising and organising rights-holders in groups also contributes to building active citizenship. In fragile states like Palestine and Afghanistan, the work has had particularly strong impact on strengthening women's role and participation in society.
In 2011, women from the Daikundi province in Afghanistan claimed they had no own income and were not allowed to talk in meetings nor participate in decision-

making in their own communities. Becoming members of self-help groups and cooperatives enabled women to participate in small business activities such as dairy processing, beekeeping, carpet weaving and poultry farming. With access to own income and increased confidence, women started engaging in the local shura councils. This gained women more respect in the community, and the men now see women contributing to solving economic challenges. Women are now recognised as being part of society and are allowed to work outside the home. Women are empowered to participate and accepted as members of the shuras, and as participants at public gatherings and ceremonies. These women now act as community activists and take active roles in decision-making inside their communities, something they were previously barred from.



Training in bee keeping is part of the NCA's Empowering Women project in Daikundi province in Afghanistan.
Photo: Saber Erfani/Norwegian Church Aid, Afghanistan

SELECTED RESULTS

CASE 1: Economic empowerment of rights-holders organised in groups

WHY: Lack of access to capital, markets and relevant knowledge and skills to diversify businesses and income sources have been key challenges to improved and sustainable livelihoods for many rights-holders.

WHAT: Mobilisation of rights-holders to form groups to collectively improve members' livelihoods. Key methods to achieve this include formation of savings and loans groups (such as the VICOBA model), self-help groups and farmer cooperatives and associations.

RESULTS: Improved food security, reduced economic vulnerability and increased income.

NCA recognises working through groups as an effective way of mobilising and empowering communities to address economic vulnerability. In Afghanistan, Myanmar, Palestine, Somalia, Sudan, Tanzania, Zambia, Mozambique, South Africa and Brazil, different forms of organisation combined with knowledge and skills training paved the way for rural communities to improve their livelihoods and reduce their economic vulnerability. In Zambia, food security for over 19,000 women and men improved through farmers' groups, savings and loans groups and water committees. NCA and partners also worked through groups in fragile states and conflict settings, for instance in Afghanistan, where 14,550 women and men strengthened their food security through self-help groups and farmer cooperatives.

An example from Tanzania illustrates the importance of working through groups. In this context, Muslim, Protestant and Catholic NCA partners have joined forces to organise people in interreligious savings and loan groups (IR-VICOBA). The inter-religious nature of the approach has been key to its success, as it has enabled rights-holders of various faith communities to work together, which is in itself important in a country where tension along religious lines remains.³³

In 2011, rural and peri-urban women in particular, lacked access to capital, markets and relevant knowledge to diversify their businesses and income sources. IR-VICOBA has been the key method to address these challenges.

The number of IR-VICOBA members more than doubled (from 47,358 to 94,720) during the period. The volume of savings mobilised through these groups during the period (USD 10.2 million) illustrates the magnitude of the intervention. The collective savings have enabled investments in members' businesses through loans, which have resulted in significant income elevation at household level. Some of the best performing groups increased members' monthly household income level twentyfold from 2011 (TSH 150,000) to 2014 (TSH 3 million). The increased income has led to an upgrade in members' housing standards, enabled children to

go to school and improved access to health services as members are now able to pay for construction materials, school fees and medical expenses.

Pooling of capital combined with training on entrepreneurship, value addition and business skills in VICOBA groups has proven a powerful method. Rights-holders have been stimulated and economically empowered to invest in and develop micro and small enterprises. Between 2011 and 2014, VICOBA members established numerous enterprises in sectors ranging from agriculture to tailoring to retail shops. Some VICOBA group members were able to train and employ on average four to six other people in the business they started. Market opportunities increased by establishing VICOBA networks, enabling trade among rights-holders.

More than 75% of IR-VICOBA members are women, who have become economically empowered through the IR-VICOBA system. Beyond reduced economic vulnerability through entrepreneurial activities, women's economic independence has led to greater influence at household and community level. In Lushoto, when women's economic activities made them the breadwinners of their families, they reported having greater influence on household and family decisions. At community level, women assume more responsibility and are more confident to engage in governance processes. This is illustrated by the cases from Shia and Rufiji villages where female IR-VICOBA members were elected to local government leadership positions. The work with IR-VICOBA is highly regarded by the Tanzanian government, who uses lessons learned from IR-VICOBA as input to statistics and own poverty eradication initiatives.



Members of interreligious savings and loan groups called VICOBA in Tanzania have improved family income through investing in small businesses.
Photo: Norwegian Church Aid, Tanzania

³³ An evaluation from 2013 of Tanzania's Livelihood and Trade programme confirms this, linking the achievements of the IR-VICOBA model with its faith-based entry point.

CASE 2:
Vocational education enabled job creation in conflict areas

WHY: Fragile and conflict-affected situations limit livelihood alternatives and disrupt job opportunities. Job creation is important to restore peoples' livelihoods, provide incentives and (legal) alternatives for vulnerable groups.

WHAT: Empower rights-holders with business and vocational skills to assist in establishment of small-scale enterprises and creation of job opportunities.

RESULTS: Vocational education enabled job creation in conflict areas such as Somalia, Palestine and Afghanistan

NCA and partners have over the past four years emphasised vocational education and enterprise development in conflict areas of Somalia, Palestine and Afghanistan. The work resulted in 2,520 women and youth establishing their own enterprises in the Daikundi province of Afghanistan. In Palestine, access to vocational education created employment opportunities for youth in Ramallah and East Jerusalem. From 2011-2014, 289 women and 1,329 men were equipped with new professional skills and gained critical experience from apprenticeships. As of 2014, 65% of the graduates earned employment or self-employment within six months of graduation. Targeted youth and their families now describe a stronger belonging to the Palestinian society, and reportedly act as inspiration for other youth and the community as a whole.

In Somalia, the combination of catastrophic famine and protracted conflict characterised the working conditions throughout the period, constraining the environment for enterprise development and access to vocational training. Weak governance combined with a lack of education and livelihood alternatives tempted many youth in rural and coastal communities to engage in illegal activities such as piracy.

To address this situation, NCA and partners focused on providing vulnerable youth with business and other relevant vocational skills to position them for job opportunities. Parallel to this, religious leaders were vocal in antipiracy campaigns encouraging former pirates and vulnerable youth to engage in alternative livelihoods strategies.

From 2011-2014, 700 Puntland youth gained professional skills whereby close to 70% attained paid work. Of the 400 youth equipped with skills in masonry, electrical engineering and carpentry, 60% were employed or started their own business after finalising their education, with monthly earnings between USD 300-500. Among the 300 youth pursuing skills business development, 75% started their own retail shops, particularly in the Garowe IDP camp. As of today 80% of businesses founded during the period are sustained, providing youth with

a monthly income of USD 100-200. Beyond being able to support their families, youth perceive themselves as useful members of Puntland society by being actively involved in building the local economy. The programme illustrates the importance of collaboration with the private sector throughout the education process, in order to respond to real labour market demands and provide quality education. As a result of such collaboration with a Somali electricity supplier, the majority of graduates in electricity were offered employment by the company upon graduation. By the end of 2014, 40 electricians, many of whom are former pirates, were in apprenticeship positions or working as permanent staff with the company with a significant monthly salary of USD 700.



Former pirate Ahmed now works as an electrician for the Somali electricity company NECSOM in Garowe. Collaboration with the electricity company on the vocational education of former pirates has given him and other graduates a sustainable job and income.

Photo: Camilla Grøtta/Norwegian Church Aid



In Tana River, Kenya, NCA is supporting fishermen to add value to fish and access markets.
Photo: Axel Fassio/Norwegian Church Aid, Kenya

CASE 3:
Improving rights-holders' access to markets

WHY: Limited market access coupled with limited ability by the government to protect and develop domestic and regional markets was a significant challenge causing unsustainable livelihoods and lack of income opportunities at household level.

WHAT: Reducing key market barriers and improving rights-holders' access to local and domestic markets. This was achieved through training in value addition to raise the value of products and increase production, organising people in groups for joint production or contract and sales' negotiations, enabling new opportunities for women to trade, advocating for policy changes or regulation benefitting small scale traders and producers to reduce political and bureaucratic barriers to market access.

RESULTS: Improved access for rights-holders to new or existing markets for marketing and selling their products.

Over the past four years, NCA and partners contributed to reducing important market barriers in most programme countries. Laos, Somalia, Kenya and Brazil reduced market barriers through road construction, rehabilitation of market spaces, value addition and creating new market spaces. Afghanistan deconstructed gender market barriers while Zambia and Tanzania focused on political or bureaucratic market barriers. Increased market access contributed to women's empowerment, increased incomes, improved livelihoods and thereby reduced poverty. The below examples illustrate parts of this work.

Using diversification as a means to access new markets in Somalia enabled 5,300 women and 4,500 men to access local and domestic markets with new products. This resulted in improved household income, reduced poverty and more sustainable livelihoods for Gedo agricultural and Puntland fishing communities.

In Laos, improving road access to isolated villages enhanced farmers' market access. Income from production of cash crops in the two targeted districts has increased with 83% and 548% respectively. As a result, farmers reside in improved housing, and are able to pay for the education of their children and primary health care for their families. Road connec-

tions from rural isolated villages to more urban markets also improved the conditions of women in Laos, as they no longer have to walk many hours to sell their products at established market spaces.

In Myanmar, the situation improved significantly for family farms in the remote villages of Ayeyawaddy delta after cyclone Nargis. The yields were low and of poor quality. The farmers lacked access to market value information and were forced to sell to intermediaries at low prices. Through access to farming schools the farmers improved their farming techniques, reduced their cost of production by generating own seeds and accessing tangible agricultural inputs. This enabled the farmers to increase both the quantity and quality of their yield. Access to accurate market value information was enabled through community signboards and direct contact with the rice mills. The farmers succeeded in bypassing intermediaries and established direct trading with the buyers of their produce. Their updated market knowledge and newly acquired negotiation skills brought more accuracy in terms of real value of their products. The result seen is increased income levels. Spillover effects of the increased purchasing power and people sharing their new knowledge have also improved living conditions of other community members.



Aisha has completed a course in shallow water fishing and value addition of fish products. A total of 300 people in the former pirate town of Eyl have completed different forms of vocational education.
Photo: Abdullahi Mohamed Ahmed/Norwegian Church Aid, Somalia

DEVIATIONS AND LESSONS LEARNED

Global and regional advocacy related to Livelihood and Trade received less attention than planned in the current period. Advocacy efforts were instead directly targeted at local and domestic processes. Limited advocacy results on a global level can be explained by lack of staff and partner capacity to follow and influence international processes.

Great contextual variation characterises the country portfolio of this programme, yet the period carries common lessons learned, some of strategic importance and value to future programme development. The organising of people into groups (savings and loans groups, cooperatives and associations) proved to be a powerful tool for economic empowerment – enabling rights-holders’ to access capital and effective sharing of knowledge and skills. This said, in many contexts there is a need to strengthen such groups further with business skills and a deeper understanding of the value chain in order to foster entrepreneurial activities and improved

market access. Alongside these activities, attention should also be given to developing collaboration with the private sector and research institutions. This also applies to NCA’s new approach to vocational training, where the last period confirmed the need to address this area more holistically in future programming. This includes utilising government and private actors to provide market relevant vocational training of high quality and facilitating apprenticeships and closer follow-up of graduates. These lessons learned reflect the main methods and intervention strategies of NCA’s new Economic Empowerment programme.

Like the Resources and Finance programme, the Livelihood and Trade programme has proved to be a successful platform for sharing programme experiences and methodology between NCA staff across country contexts. This inspired new projects and results achieved on e.g. market access and has contributed to developing a global programme.

GLOBAL OUTCOME RESULTS*
LIVELIHOOD AND TRADE

- OUTCOME 1:** Rights-holders are organised to secure sustainable livelihoods in rural and urban environments

Achieved in Afghanistan, Brazil, Kenya, Laos, Myanmar, Palestine, Somalia, South Africa, Sudan, Tanzania and Zambia, where rights-holders improved their livelihoods and income from organisation in savings and loan groups, farmers’ cooperatives and associations. This outcome has been a core focus of the global programme for all the countries.
- OUTCOME 2:** Rights-holders are mobilised to claim decent working conditions

Partly achieved. This has not been a key focus for most country programmes over the past four years, but the Zambia programme achieved some important results on e.g. raising national minimum wages of workers.
- OUTCOME 3:** Youth and women have established small scale enterprises

Achieved in Afghanistan, Brazil, Kenya, Laos, Palestine, Somalia, and Tanzania, where establishment of small scale enterprises increased the income of women and youth. This outcome has been one of the key areas of the global programme.
- OUTCOME 4:** Duty-bearers are influenced to support legislation for fair trading laws protecting informal traders

Partly achieved in Southern Africa with the recognition of informal sector and free movement of people in SADC region. Limited achievements in Somalia due to weak government structures and lack of space to influence legislative agenda.
- OUTCOME 5:** Duty-bearers are influenced to develop fair bilateral regional and global trade agreements

Not achieved in Southern Africa. Despite significant efforts by NCA and partners to build knowledge of the SADC governments on challenges related to Economic Partnerships Agreements (EPAs), governments yielded to EU pressure and signed the agreements. In Norway, the trade campaign “Nyt Afrika” (Enjoy Africa) made fair trade one of the biggest issues of the development debate in 2012. The campaign featured about one hundred times in the media and many political parties adopted NCA positions in their party platforms.
- OUTCOME 6:** Targeted enterprises are influenced to comply with national legislation and international standards throughout the supply chain

With the exception of Brazil and the Brazilian-Norwegian advocacy efforts targeting Norwegian soya company Denofa, this has not been a focus of the past four years.
- OUTCOME 7:** Rights-holders have gained access to domestic and/or international markets

Achieved in Afghanistan, Brazil, Kenya, Laos, Myanmar, Somalia, Tanzania and Zambia. Reduction in various markets barriers – including physical, cultural, bureaucratic/political – enabled rights-holders to sell their produce in domestic markets. Limited achievements related to access to international markets. This outcome has been one of the key areas of the global programme.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

OUTCOME 8: Targeted duty-bearers are influenced to develop or comply with land rights for marginalized and vulnerable groups

Achieved in Myanmar, Tanzania and Zambia. Results under this outcome include women and indigenous communities securing ownership of land, return of previously confiscated land to rural farmers, increased land tenure security and development of customary land bill.

OUTCOME 9: Targeted duty-bearers are influenced to develop or comply with national legislation and international standards for sustainable livelihood and economic justice

Partly achieved. NCA's advocacy efforts to get the Norwegian Pension Fund Global to invest more in developing countries resulted in many political parties adopting NCA's positions in their platforms and the current government included it in their government declaration.



NCA has been working to improve quality, quantity and access to markets for this coffee farm in Embu, Kenya.
Photo: Axel Fassio/Norwegian Church Aid

RESOURCES AND FINANCE

Overall goal: Accountable governance of national resources for rights-based development

Summary of the programme's main achievements compared to overall goal

NCA and partners have during the years 2011-2014 made significant contributions to increased transparency and improved governance of public resources in eight countries. This strengthened community rights in connection with extractive industry operations and ensured the implementation of public schemes securing people's rights to basic social services such as water, health care and education. During the period 2011-2014, 3,508 rights-holders conducted budget monitoring on public budgets. A total of 635 public projects were monitored.

STRENGTHENING CIVIL SOCIETY

Building regional and national CSO platforms to address mining injustices

Strengthening civil society is a key component of this programme, which has a strong focus on advocacy; empowering rights-holders to claim their rights and challenge duty-bearers to protect, respect and fulfil peoples' rights and to hold them accountable to deliver on their duties. Through building and strengthening civil society platforms such as Alternative Mining Indabas and organising people in groups to monitor public budgets and track the expenditures, the programme has contributed to active citizenship, opening spaces for participation and for civil society to hold duty-bearers accountable.

A regional effort for a just extractive industry was initiated in 2010 by NCA faith-based partners with the building of the platform "Alternative Mining Indaba" (AMI) to give an arena for CSOs in Southern Africa to discuss the impacts of extractive industries and join forces across borders. The AMI was established as a response to the annual corporate conference "Mining Indaba". Until then it had excluded the voice of mining communities and the

wider civil society, and it was perceived as focusing only on the benefits of mining investments. In 2014, the regional platform had become global and the numbers of participants increased from 40 to 300, representing 37 different countries. The civil society platform inspired the establishment of national and in some countries provincial alternative mining indaba platforms, linking the international collaboration and advocacy efforts at national and local level. Working through AMIs has enabled cross-border collaboration and generated new knowledge and visibility about the impacts of the extractive industry in Southern Africa. As a result of civil society across and within countries joining voices, partners and religious leaders have increasingly been recognised as relevant actors. For the first time, they are invited to take part in the dialogue and development of policy, and they are being listened to. To exemplify this, in 2014, NCA partners working with AMI were invited for the first time to dialogue and share civil society mining concerns during the mining industry's annual international conference in South Africa. Many policy and legal changes affecting revenue generation as well as community rights and environmental protection described below sprung out of the work with AMIs.



Bishop Jo Seoka and his colleagues stand up for the rights of the workers in the Marikana mine at the Alternative Mining Indaba 2013.
Photo: Jens Aas Hansen/Norwegian Church Aid

SELECTED RESULTS

CASE 1:
Advocating for a just extractive industry

WHY: Rights-holders experience few if any benefits from the extractive industry due to poor legal frameworks, limited revenue and a lack of transparency, accountability and participatory governance.

WHAT: Mobilising faith-based actors to empower communities affected by extractive industries to claim their rights, advocate for policy changes and hold governments and companies accountable for the governance of extractive industries.

RESULTS: Policy and legal changes, strengthened community rights and reduced environmental destruction.

NCA has mobilised and accompanied faith-based partners and religious leaders in South Africa, Mozambique, Malawi, Myanmar, Guatemala, Zambia and Tanzania to take a leading role in the work for a just extractive industry. The partners' advocacy efforts have resulted in a number of significant policy changes from 2011-2014, as illustrated in the below examples from Tanzania, Mozambique and Zambia.

Both in Angola and Tanzania, NCA and faith-based partners organised public events and published studies on illicit financial flows, shedding new light on how tax evasion affects the economy. Their advocacy efforts brought illicit financial flows to the top of the political agenda in the two countries. In Tanzania the report kick-started parliamentary debates. The government initiated new efforts to curb the now evident tax evasion and improve government regulation. An in-depth research on illicit financial flows was commissioned by the government, followed by the establishment of a specialised desk and a department for international taxation. Finally, the advocacy work has contributed to a new law targeting tax evasion being

in process. Exposing and reducing tax evasion will likely increase a country's revenues and potentially enable more investments in development projects benefitting the population.

In Mozambique, after years of pressure from NCA's partners and others, the government in 2013 finally made public all mining contracts signed with multinational companies. This was a big step towards increased transparency of the mining sector, and the new access to information has provided the Mozambican population with a unique opportunity to monitor and hold the government and companies accountable to a certain standards when it comes to the extraction of mineral resources. Also in countries like Zimbabwe and Malawi the engagement of NCA's partners in extractive industries advocacy has led to them being involved in the process to revise the countries' legal framework relating to the extractive sector.

In Zambia, NCA partners' engagement in the Extractive Industry Transparency Initiative (EITI) process has led to the first ever publication of information about the ownership of mining companies. It is believed that this can contribute to make transparent the vested interest that some owners may have (such as politicians). Partners contributed to new EITI policy reducing the threshold for amounts that companies and government must report on and get reconciled (from ZMW 2.5 to 1 m). This has resulted in more than doubling the number of companies being audited in the Zambian EITI reports (from 16 to 36). The impact of this work is not only a significant transparency achievement, but the EITI reports have become a tool for civil society's advocacy work in order to help them hold the government accountable. Over the past years, gaps between what mining companies reported as paid and what government reports show received in payments have been reduced. This has contributed to a doubling of the Zambian mining revenue collection (from ZMW 3.7 to 7.7 billion). Increased revenues contribute to Zambia finally gaining more from its mining projects and give access to more capital for development projects that



"We are taking back what is ours now" – Activists from almost 40 countries demanded economic justice in the global extractive industry from corporates and governments present, South Africa.
Photo: Jane Vogt Evensen/Norwegian Church Aid



benefit the Zambian population.

Whilst NCA partners have contributed to policy changes, they have also supported communities affected by the extractive industry to ensure that existing policies are implemented. Environmental degradation has severely affected mining communities and their surrounding natural resources such as water and arable land. NCA and partners' work from 2011-2014 contributed to cleaning up water and air pollution, and prevention of further environmental destruction. In Tanzania, religious leaders have struggled for many years to hold a North Mara mining company accountable to clean up the past years' water and land pollution, and take necessary measures to prevent future environmental degradation. This pushed the government to send written directions to the mining company. The company finally responded by fulfilling the demands of the religious leaders. They have since built a water purification plant for waste water and secured the tailing dams, resulting in the gradual rehabilitation of the area and reduced environmental and health hazards for the people living in the surrounding communities. The Kankoyo community in Zambia suffered from sulphur dioxide destroying vegetation and worsening the health situation of the people in the community. NCA's partners trained community members on monitoring pollution levels and facilitated dialogues between the communities and the government environmental agency to address pollution issues. With backing from NCA, partners



General Secretary in the Council of Churches in Zambia (CCZ) Suzanne Matala and the mayor of Mufulira Town in Zambia, Mr. Thompson Ngulube. CCZ has supported the Kankoyo community in Mufira to successfully advocate for reduced negative health and environmental effects of the mining.
Photo: Bellah Zulu/Norwegian

and the government, the community was empowered to challenge the mining company. The company in turn committed to decrease pollution levels, acquire proper monitoring equipment, and currently captures 95-97% of sulphur dioxide emissions, significantly reducing health and environmental effects on the community.

ZAMBIA

Mining communities claimed their rights and achieved compensation

NCA partners in Zambia have successfully supported communities in mining areas across the country to claim their rights to be compensated when being displaced and relocated.

New mining projects in southern Zambia raised a great deal of tension and concern as 102 households and small business owners in the Maamba area were notified in 2013 that they would be displaced. NCA's partner, Council of Churches in Zambia (CCZ), is well rooted in the Maamba communities after working there for some years raising awareness about mining issues and people's rights to the benefits gained from the mining of their soil. With the support of CCZ, the community members decided to take action. CCZ facilitated the process and the communities informed the mining company and the local government in a public hearing that they would not accept displacement without proper compensation. The community members demanded a resettlement action plan that would ensure proper compensation. With the persistent advocacy efforts of CCZ and community members, the mining company eventually came up with a resettlement plan, which the communities could accept. The company committed to constructing new homes for affected families, compensation for loss of income for those running any form of business and compensation for agricultural property and investments made by community members.

By the end of 2014, all households had been provided with new houses and business owners had received compensation in range of USD 36-60,000 according to agreement. This shows that by daring to demand their rights and experiencing actually being listened to, the community members have gained awareness about their rights and confidence in their ability to advocate for them. The fact that they themselves possessed the power to influence a mining company has given them courage to identify and address new mining issues that affect the community.

CASE 2:

Budget monitoring increased transparency and accountability of the use of public funds

WHY: Lack of transparency and accountability in the management of public funds hinders civil society participation and halts public social infrastructure from being finalised. Numerous stalled or delayed projects hinder the fulfilment of basic human rights such as access to water, health, education and infrastructure.

WHAT: Mobilising rights-holders to monitor public budgets and track public expenditures.

RESULTS: Increased participation of rights-holders in holding duty-bearers to account. Completion of numerous stalled or delayed public service delivery projects giving access to education, water, infrastructure and health facilities for marginalised communities.

During the period 2011-2014, 3,508 rights-holders conducted budget monitoring on public budgets. A total of 635 public projects were monitored. The involvement of rights-holders in the monitoring of budgets and tracking of public expenditure has given them the knowledge and tools to hold their local leaders accountable for managing public funds efficiently, effectively and according to basic human rights. Budget monitoring groups that NCA partners work with in Angola, Brazil, Malawi, Tanzania and Zambia have played a significant role in overseeing successful accomplishment of development projects that would otherwise run the risk of not being completed. This has contributed to improved access to health care, education, clean water and infrastructure for marginalised communities, and thus contributing to achieving basic human rights previously violated. The work has contributed to strengthening the local democracy by making leaders more accountable and has increased the efficiency of social service delivery.

In Angola, the space for civil society prior to 2011 was severely constrained with critical deficits in participation and little or no access to public information, including budgets and plans. Changes in the local administration Act in 2010, with the municipal administrations being recognised as budgetary units, opened up a new opportunity to work towards public budgets and plans. The Angolan churches were considered the best organised institutions within civil society with a largely untapped potential to mobilise poor women and men for active citizenship, but they still lacked sufficient knowledge and tools to hold their government accountable to the management of public funds at national and local levels.

NCA began empowering the Angolan churches to engage in budget monitoring in 2010. Churches are respected societal institutions and seen as politically neutral. They hence provided space for organising and training groups on participatory governance and budget monitoring. NCA and partners introduced two key tools for budget monitoring, namely *participatory poverty assessments* and *social monitoring methodology*. Combined, these provided rights-holders with the tools for influencing and monitoring the full budget cycle.

Facilitated by NCA's partners, participatory poverty assessments enabled women, men, boys and girls in

rural communities to assess the state of poverty within their own communities and agree on the most important public projects that would reduce the poverty level of their community. Conclusions were published in reports at the municipal and national level with the participation of members of government and Parliament, strengthening the downwards accountability. The information was used by budget monitoring groups to advocate for municipal plans and budgets to be more targeted towards the real needs and priorities of the communities. It has also informed the groups' choice of projects for social monitoring, where they follow the implementation and cost of planned public social infrastructure.

During the period 2011-2014, the number of women and men actively participating in budget monitoring has doubled from 75 to 155 people. The groups have become multi-sectoral and include farmers, public servants, private sector employees and self-employed traders. For many of these rights-holders, about half of them women, this is the first time they have actively organised and participated in any form of civic engagement. Whilst social monitoring activities were in the past perceived as acts of political opposition, rights-holders and NCA's partner are today largely accepted and recognised by the government for their role. In 2014, NCA's partner received a letter from the President's office acknowledging the great work being done with social monitoring and requested the various ministries to follow up the findings from the partners' reports. In the Angolan context, the fact that there is now interaction between the partners' budget monitoring groups and the government in sharing and discussing public budgets and plans, is a critical result in itself. Establishing dialogues with local government and acquiring the knowledge and tools has enabled monitoring of 187 projects in the 6 targeted municipalities, contributing to new progress or finalisation of stalled and delayed public projects. This has in turn resulted in improved infrastructure and access to health, education and water for the Angolan rural population.

Given the Angolan context with minimal political space and participation, NCA's faith-based partners have been highly successful in stimulating active citizenship and challenging the government to be more accountable and transparent in public financial management, contributing to achieving basic rights of Angolan citizens.

TANZANIA

Tracking public expenditures gave access to clean water for 6,205 villagers

In Tanzania, efforts made by rights-holders through tracking public expenditure and holding public officials to account for following public policies and regulation resulted in 26 public officials either being removed from power or forced to repay misused resources. NCA's faith-based partners have been facilitating the training and formation of Public Expenditure Tracking System (PETS) committees.

Access to water was a major problem in Galangala village, where women had to walk 12 km to fetch unsafe drinking water. Villagers decided to take matters in own hands and get a water project started in collaboration with the district government in 2011. Contributions of USD 10 was collected from each household as supplement to the funds provided by the government to buy a water pump and draw water from a 150 metre deep well. However, no statement of income and expenditure was shared by the water committee and the village leader, despite this being required by law. The villagers instructed the local PETS committee to investigate the process. The PETS committee discovered that the village leader was deliberately not giving public notice about public meetings as required by law, but rather gave information to select individuals. She had instructed that the funds collected for the water project were not to be deposited to the village bank account, but rather given to her in cash. Furthermore, the PETS investigation showed that there was no record kept on the sale of water, and that the village leader and chairperson of the water committee collaborated to mismanage the water project funds that had been collected. Being presented with the findings of the PETS committee in the village assembly, the villagers ordered all collection of water funds to stop and for the water committee to submit their reports in writing. They requested the District government to send an auditor to investigate village accounts and take measures against the village leader. The District suspended the village leader immediately. The audit discovered mismanagement of USD 13,000 not only for the water project but also for education, health and infrastructure projects. The village leader was removed permanently from her position and a court case was put in process to recover the funds whilst a new leader was recruited. The District promised to construct a water tank and fulfilled this commitment in 2014, giving the 6,205 villagers, dispensaries and schools reliable access to clean drinking water.



The Councillor of Qurus Village in Mbulu mobilising communities together with the youth PETS.
Photo: Norwegian Church Aid, Tanzania

DEVIATIONS AND LESSONS LEARNED

There are no major deviations recorded in this global programme. One key lesson learned is that working through a Community of Practice has proven a successful platform for sharing programme experiences and methodology between NCA staff across country contexts and has inspired programme adjustments. Mobilising faith-based actors in the fight for community rights and holding governments and companies accountable to their obligations is key to many results achieved in this programme, due to their legitimacy amongst decision-makers and close contact with rights-holders.

GLOBAL OUTCOME RESULTS*
RESOURCES AND FINANCE

OUTCOME 1: Rights-holders have monitored budgets and tracked public resources

Achieved in all focus countries; Angola, Brazil, Malawi, Tanzania and Zambia. 3,508 rights-holders have monitored 635 public projects between 2011-2014. This has resulted in completion of numerous stalled or delayed public service delivery projects in (marginalised) communities. It has also empowered rights-holders to become more active citizens by gaining the confidence, skills and tools to participate in governance of public funds in their area.

OUTCOME 2: Rights-holders have claimed their right to benefit from natural resources

Achieved in Angola, Brazil, Guatemala, Malawi, Southern Africa, Tanzania and Zambia. Not yet achieved in Myanmar, due to new programme start-up, building capacity from scratch in a politically challenging context. Rights-holders have claimed these rights through AMI, public marches, statements, dialogue with government, companies demanding rights to land and compensation, environmental clean-up, transparency, accountability and participation in the management resources. This has in many cases led to duty-bearers taking measures to fulfil their obligations and contributed to results under outcome 4.

OUTCOME 3: Moral duty-bearers have been challenged to protect vulnerable communities against violations caused by natural resource exploitation

Achieved in Tanzania, Zambia, Malawi, Brazil, Southern Africa and Guatemala. Partly achieved in Myanmar. Challenging FBOs and religious leaders has contributed to an increasing number of religious leaders speaking up, resulting in e.g. communities receiving compensation, improvements in policies and legal framework, clean-up and prevention of environmental pollution.

OUTCOME 4: Legal duty-bearers have been influenced to protect marginalised groups' right to fair access to natural resources

Achieved in Brazil, Tanzania and Zambia. Mobilising faith-based actors and empowering communities has contributed to duty-bearers being held to account on communities' rights in extractive areas. This has led to e.g. mining affected communities getting compensated for their losses when being displaced (Tanzania, Zambia) and community rights being included in new mining act (Brazil).

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

OUTCOME 5: Duty-bearers have been challenged to demonstrate increased transparency and accountability of public financial flows

Achieved in Tanzania, Angola, Zambia, Southern Africa, Myanmar and Malawi. Most countries have achieved significant results on this outcome. Duty-bearers have been challenged through evidence-based advocacy using research, alternative policy formulations, dialogue meetings, and public committees and hearings. This has led to e.g. public debates on illicit financial flows, policy changes and new government commitments that have improved transparency of public financial flows.

OUTCOME 6: Targeted extractive industries have been challenged to demonstrate increased transparency and accountability on capital flows and compliance to environmental standards

Achieved in Norway, Zambia, Tanzania, and Southern Africa. This outcome has been achieved through evidence-based advocacy work targeting existing and prevention of new pollution, through engaging in initiatives like EITI, and corporate social responsibility. In Norway, NCA published a study and kick-started a public debate challenging Statoil on increased transparency and accountability in their Angola operations. The work has contributed to e.g. increasing public revenues and new environmental measures being taken. NCA's systematic advocacy work and lobbying for the new country-by-country reporting (CBCR) standards contributed to Statoil having to publish their first full CBCR report for the financial year 2014.

OUTCOME 7: NCA and partners have influenced public debate and/or policies towards a democratic and transparent global financial and aid systems

Achieved in Norway through the work of NCA head office's policy department. The outcome has been achieved using innovative campaigning and advocacy methods for country-by-country reporting legislation which was implemented in Norway from 2014, promoting "Robin Hood tax", calling for debt cancellation and pushing for the developing country debt audit conducted by Norway in 2013. Please refer to chapter 7 for more detailed report on this outcome.



A team of budget monitors follows the oil money by investigating progress, delays and quality of public projects to secure access to water, health services, education and infrastructure in rural villages in Kwanza Sul, Angola.

Photo: Norwegian Church Aid

5.4 CLIMATE JUSTICE

With the overwhelming evidence of the negative impacts of climate change and the lack of progress towards an effective global agreement on mitigation (especially with the failure of COP 15 in Copenhagen in 2009) as a backdrop, NCA identified two global programmes addressing climate justice:

- **Climate Change Mitigation**
- **Climate Change Adaptation**

It was clear to NCA that while it was crucial to address the causes of climate change and its effects through global advocacy work and mitigation of greenhouse gases

through renewable energy programmes, it was equally important and urgent to work with vulnerable communities to strengthen their adaptive capacities to protect lives and secure livelihoods. The focus in this period has been to promote rural electrification through sustainable energy alternatives, global advocacy on climate change mitigation, increased community resilience, and measures designed to reduce the vulnerability of poor communities to the hazards of natural disasters (Disaster Risk Reduction). Globally, we see that Southeast Asia has improved on rankings of climate vulnerability due to the focus on disaster risk reduction and management, compared to for instance African countries.



Zeinabou Abdoulaye is a "barefoot engineer". She repairs and sets up solar panels in Timbuktu, Mali.
Photo: Greg Rødland Buick/Norwegian Church Aid

BRAZIL

Scaling up the climate response

WHY: As a growing global economic power with huge internal disparity, Brazil has to respond to climate change in a complex manner. On the one hand there are substantial energy needs among indigenous communities. On the other hand, the country needs to engage in clean energy investments to meet global needs for greenhouse gas mitigation. In addition, a large part of the population is highly vulnerable to the changing climate, which manifests itself particularly as changes in rainfall patterns.

WHAT: A combination of progressively advanced and scaled-up programmes, including low-cost and social technologies such as rainwater harvesting (RWH) systems and bio digester technology as well as feasibility studies for renewable energy.

RESULTS: Replication of programme interventions by governmental and financial actors has benefitted 2.8 million people.

NCA and Diaconia have supported the construction of 4,726 RWH installations, leading to improved water and sanitation, food security, and access to renewable energy from bio digesters for 26,480 rights-holders. Beyond these immediate results in rights-holders' lives, advocacy work and dialogue with duty-bearers have contributed to improving the lives of close to 2.8 million people. Some examples include the following:

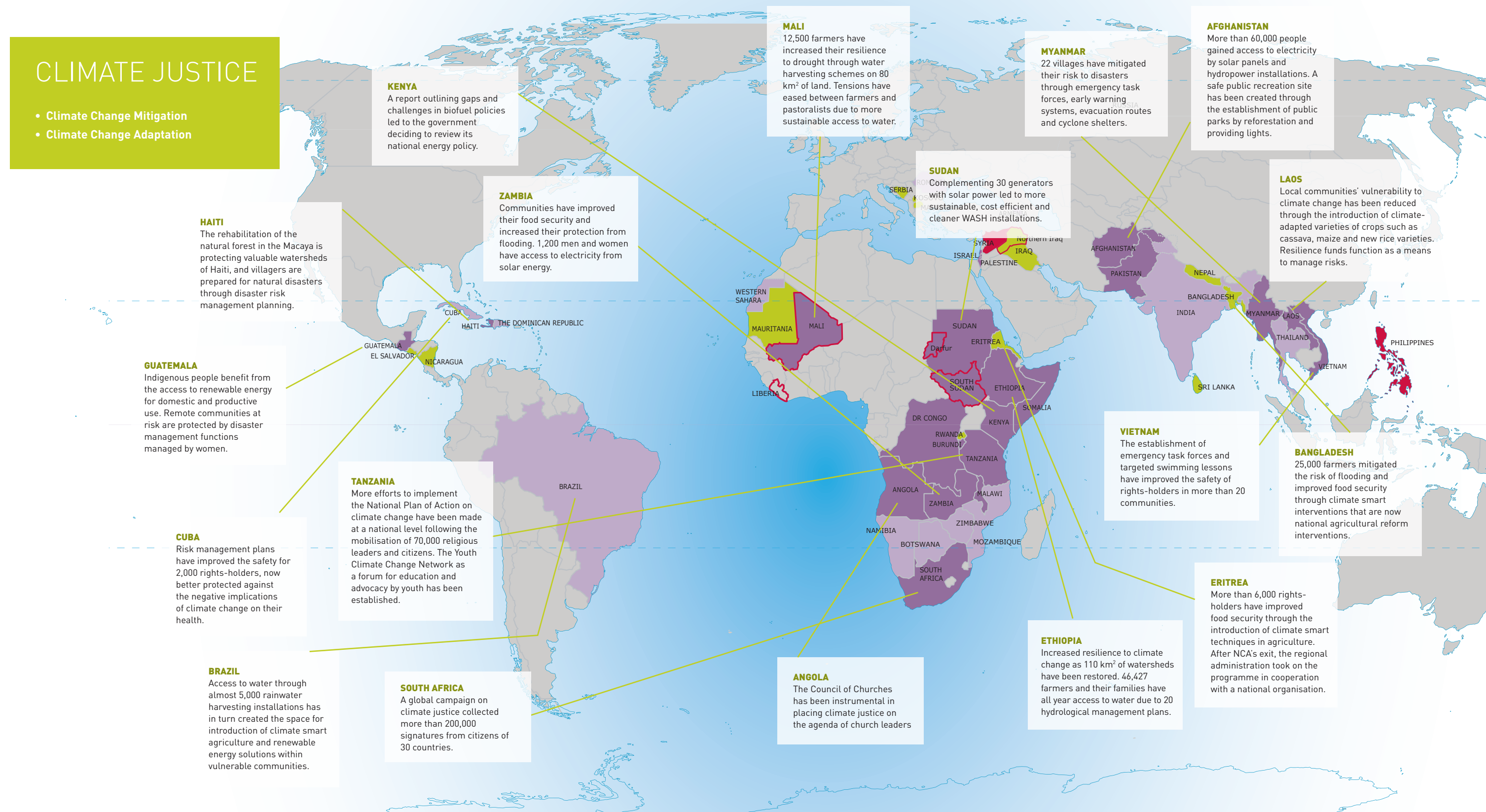
- Rainwater harvesting technologies developed and implemented by NCA's partner in Pernambuco and Rio Grande do Norte have merged into a federal rural development programme³⁴ aimed at increasing resilience against drought in the semi arid north east states. This has led to the construction of 570,398 cisterns for rainwater harvesting in eight different states in northeastern Brazil.
- Since 2011, NCA and its partner have constructed a new bio digester technology with 213 families in the northeast, reducing emissions by approximately 520 tons of CO₂ in the period. More importantly however, the bio digesters were deemed so successful that Brazil's third largest bank (Caixa) now supports the dissemination of the technology. Through the Diaconia-Caixa partnership, the bio digester technology will be implemented in six additional states where they have adopted the technology as a required component for the Federal Rural Housing Development Programme. For this project, Diaconia received the Caixa Bank's Prize for best practices in 2011/2012, and it was also included in UN Habitat's database for best practices.
- In the indigenous territory of Raposa Serra do Sol in the Amazon, NCA's partner Instituto Socioambiental (ISA) has elaborated the technical and social feasibility studies necessary for three wind power plants. It was an extensive consultation process with indigenous peoples (IP) and measurement of wind and solar potential. With the support of IPs in the area, advocacy by ISA has led to the possibility of merging the projects into the federal rural electrification programme Luz Para Todos³⁵ (Light for All). This would enable resources for implementing and further expanding the systems. A crucial component of the ISA project is capacity building of indigenous persons to manage energy systems in their own communities. Following dialogues with ISA, the Federal Institute of Education, Science and Technology in Roraima state created a permanent training programme to train indigenous electricians.



Installation of the Tamanduá tower in order to measure the strength of the winds in the indigenous territory Raposa Serra do Sol (Amazon).
Photo: Aldenir Cadete/CIR, Brazil

34 P1MC (Programa 1 Milhão de Cisternas) and the P1+2 (Programa 1 Terra + 2 águas)
35 <http://www.pac.gov.br/agua-e-luz-para-todos/luz-para-todos>

SELECTED RESULTS:



CLIMATE CHANGE MITIGATION (CCM)

Overall goal: Secured access to renewable energy sources and sustainable livelihood strategies for poor communities

Summary of the programme's main achievements compared to overall goal
NCA explored a range of options for securing access to renewable energy during this period. Some initiatives have been highly successful, providing energy for almost 209,000 rights-holders, while others have provided valuable lessons for future programming. Implementing this programme has not only contributed to mitigation of greenhouse gases, but the energy provided has also allowed rights-holders to increase their own capabilities through access to household lighting for reading, clean cooking fuels and development of local business initiatives.

STRENGTHENING CIVIL SOCIETY

Mobilising faith actors for climate justice

The "We Have Faith" campaign leading up to the 2011 UN Climate Change Conference ("COP17") in Durban, South Africa, achieved results beyond imagination. Through a climate "caravan", youth were mobilised from 25 countries and 200,000 people signed the demand for climate justice. Many of the signatures were collected in places where signing a piece of paper with a political message would otherwise be unthinkable. As the claim for "climate justice" has not yet been granted, the campaign lives on through the structures that were established by NCA and partners, and the network is currently being re-activated to mobilise for the 2015 COP meeting.

Thanks in part to campaigns such as "We have Faith"

and tools such as "Faith Leaders Environmental Advocacy Training" initiated by NCA partner SAFCEI in South Africa, religious leaders have played a much more prominent role in global negotiations. The training has since been extended to other SADC countries such as Zambia, Zimbabwe, Swaziland and Mozambique. Due to their longstanding involvement, NCA partner SAFCEI participated in South Africa's working committee on energy planning, which gave them the opportunity to influence the development of a national policy on renewable energy.

Civil society has also been strengthened through an increased capacity in and responsibility for energy provision in their own communities, for instance through training on solar panel maintenance, and through improved communication from broader access to mobile phones, radio and television as a result of increased electrification.



We have faith - Act Now for Climate Justice. Across Africa, people were mobilised up to COP17 in Durban, South Africa.
Photo: Ida Thomassen/Norwegian Church Aid

SELECTED RESULTS



Ali Jan Barefoot Solar Engineer (BSE) receiving solar engineer training in 2012. He was responsible for the repair and maintenance of 150 solar panels in Palij Village, Daikundi province, Afghanistan.
Photo: Jim Holmes/Norwegian Church Aid

CASE 1: Afghanistan: Light for health and empowerment in rural communities

WHY: Less than 30% of rural Afghans have access to electricity, one of the lowest rates in the world. Toxic fumes from kerosene lights cause serious health problems and the lack of electricity bars people from effective participation in society.

WHAT: Training of 64 "Barefoot Solar Engineers" (BSE) (of which 31 women) and installation of solar panels across Faryab, Daikundi, Bamyan and Uruzgan provinces.

RESULTS: As one of the largest NGO-implemented electrification programmes, the solar project has delivered a number of concrete changes in the lives of 50,889 men, women and children over these four years: lower expenditure on health care; improvement in security as (charged) mobile phones are available to use in emergency situations; improvement in the results of children's' education as they are able to study at night and more meaningful participation in democratic processes as elections rely on information from radio and television.

A review of the methodology in 2008 noted that the electrification had a particularly positive impact on women's lives. Their well-being increased significantly as the time saved from house chores could be used for participation in networks and conversation within the household. As women are often restricted from moving between villages, the possibility to access information through radio and television broadens the awareness of rights and opportunities. Access to information also improves men's awareness about the legal and Islamic rights of women and they are more inclined to accept that women can also take part in decision-making in the community.

The sustainability of the programme is ensured through the BSE approach, initiated in India³⁶ and replicated in Afghanistan, through the training of trainers. The 10 BSEs trained in India have since

trained a total of 184 BSEs in Afghanistan, 64 in this reporting period (33 men and 31 women). The BSEs trained have agreed to stay in the communities, and have established workshops to provide services to people. Each household pays 50-70 AFN/month (approximately 1 USD) for repair and maintenance services including remuneration of the BSEs who earn an average of USD 90 per month. For the women engineers the access to own income is a significant improvement. While some loss is inevitable, monitoring shows that as much as 90% of the systems installed since 2005 are still functioning.

Across NCA's country programmes, solar projects have given more than 59,000 rights-holders access to clean and durable energy: about 5,000 in Mali, 1,300 in Laos, 1,200 in Zambia, 420 in Kenya, and 1,500 in Tanzania in addition to the 50,000 in Afghanistan.

36 <http://www.barefootcollege.org/>



"With the biodigester, we are not buying cooking gas anymore, and we do no longer need to burn wood, deforesting the Caatinga. We use the dung from the biodigester in the gardens. The plants grow fast and become beautiful with this fertilizer", Francisco Lázaro and Damiana da Silva explain.

Photo: Diaconia, Brazil

CASE 2:

Biogas provides clean energy for rural schools and households

WHY: Energy poverty affects the capabilities of rural populations due to health problems caused by unclean and often expensive cooking fuels and time spent on collecting firewood. The dependence on fossil fuels remains a challenge for the future as green house gas emissions must decrease.

WHAT: Installation of relatively cheap and simple biogas infrastructure at household level or in public spaces such as schools and markets.

RESULTS: Energy poverty has been addressed in a sustainable manner at household level, while simultaneously bringing health benefits through clean cooking fuel, improved sanitation and fertiliser for agriculture. For larger scale installations, most effect has been seen related to sanitation.

With good results from previous experiences in hand, the Vietnam biogas programme was scaled up and adjusted to reach poorer households over this strategy period. As a result of this investment, more than 6,900 rights-holders live in a healthier environment as they access clean cooking fuel and have a system for safely depositing organic waste. For women in particular, an important change is time saved on cooking. Sustainability is ensured as users and specialised technicians are skilled in construction, maintenance and operations. With the achievement of scale through joint efforts by international NGOs, biogas is increasingly becoming a viable commercial sector in Vietnam and the technicians trained can make a living from the skills gained.

In Haiti, NCA saw biogas technology as an opportunity to address the serious energy poverty and sanitation problems that resurfaced after the 2010 earthquake and subsequent cholera outbreak. Larger scale bio digesters designed for human excreta were installed in five "green schools" and also in public spaces, with the expectation of gas for cooking, sustainable sanitation and productive demonstration gardens from the nutrient rich effluent. Reviewing results later, only a few (about

30%) of the bio digesters produced gas, and none in the quantities required for a school kitchen's need, due to insufficient organic matter and too much water from flushing. Other bio digesters constructed in public markets functioned better, as the payment system for users ensure funds for maintenance and they also had higher volumes of users. However, the biogas was often not used. From 2013 onwards, NCA therefore decided to invest in bio digesters primarily as a sanitation measure.

In addition to the direct changes to rights-holders' lives, investing in pilots and a systematic review (including three publications³⁷) of the technology has expanded the global knowledge base and NCA's expertise on the potential. While the majority of installations have provided additional energy for rights-holders, the programme in Brazil has mitigated 520 tons/CO₂ eq. through a switch from Liquefied Petroleum Gas to biogas.

Across NCA's country programmes, 17 bio digesters were constructed in schools and public spaces in Haiti and four in prisons in Vietnam. 760 household level units have been constructed in Vietnam, 213 in Brazil, 22 in Laos, 30 in Kenya and 55 in Tanzania.

DEVIATIONS AND LESSONS LEARNED

One of the expected outcomes of the programme, access to carbon market funding with the ambition to sell Gold standard certified carbon offsets, was not obtained. Some of the renewable energy initiatives were also not completed according to plan (such as the Kenya biofuel initiative and the Laos pico-hydro plant), or were obtained with different outcomes than expected due to technical challenges (such as the Haiti biogas initiative). While the monitoring framework for governmental initiatives and REDD+ was set up in Tanzania, it has not yet been implemented.

With the extent of energy poverty in NCA's focus countries, NCA's expectations regarding green house gas mitigation were, with a few notable exceptions, not realistic. Experience and research have shown that in developing countries, household level energy installations are largely supplementary rather than replacing traditional energy sources. Additionally, firewood and charcoal, which are the energy sources biogas most often replace, is also a renewable, non-fossil energy source. In the interest of concentration and with the abovementioned challenge of mitigation in mind, NCA has decided not to carry forward the CCM programme in the next strategic period. Successful elements of the programme, such as experiences with solar energy and mobilisation of faith leaders and youth will continue through programme activities such as livelihood development and disaster risk reduction.

Other lessons learned include:

- Differences between results from the hydropower projects in Guatemala and Laos demonstrate that careful partner selection is essential when engaging in technically challenging initiatives such as small-scale hydropower projects.
- Faith-based actors have proven themselves as strong actors in the mobilisation for climate change mitigation, and NCA will therefore continue to seek their collaboration in the climate resilience programme to be implemented during the next strategy.
- Early experiences with biogas installations in flood prone terrain in Vietnam reinforced the need to consider current and future estimated climatic conditions when investing in infrastructure.
- Installation of bio digesters connected to public toilets in market areas should be explored more, as they produced a useful amount of biogas due to the high quantity of available organic matter. 'Community' bio digesters can work, although it is imperative to define a management plan for each specific context. Two factors greatly assisted the success of community bio digesters: 1) the presence of a respected local leader who assumed management responsibility, and 2) a system of user payment.



Biodigester in a school, Haiti.
Photo: Norwegian Church Aid

³⁷ Biogas manual Vietnam, biogas manual Brazil, "Lessons learned from the dissemination of bio digesters for sanitation in Haiti from 2010 to 2013".

GLOBAL OUTCOME RESULTS*

CLIMATE CHANGE MITIGATION (CCM)

OUTCOME 1: Indigenous peoples are mobilised to promote their rights in national and global climate change policies

Two country programmes (Brazil and South Africa) have worked on this outcome. In Brazil, indigenous peoples have successfully worked for allocation of funds for implementation of land rights policies. Representatives for groups of indigenous people NCA works with have been representing rights-holders at the Kyoto protocol COPs.

OUTCOME 2: Rights-holders address their fossil fuel dependency

Three country programmes (Vietnam, Laos and Kenya) have worked on this outcome. With the exception of conversion to biofuel on diesel generations, rights-holders have addressed their fossil fuel dependency through diversification of energy sources adding for instance solar and biogas, rather than fuel switch. Community mobilisation around the energy sources has been important.

OUTCOME 3: Rights-holders have secured sustainable access to electricity from renewable sources (Electrification)

Five countries have worked on this outcome (Tanzania, Mali, Laos, Guatemala and Afghanistan). Over the period, several avenues for securing sustainable energy sources have been explored. Some of these have been highly successful, such as the installation of solar panels using a 'barefoot' approach with community members trained in maintenance to secure the access to electricity over time. The majority of interventions have been community-based, with some exceptions such as hydropower in Guatemala and Kenya. Not all interventions were successful, an example of failure include the pico hydropower installations in Laos (not sufficient capacity of implementing partner).

OUTCOME 4: Rights-holders are mobilised to mitigate deforestation and/or land degradation (Deforestation)

Four countries have worked on this outcome (Kenya, Afghanistan, Tanzania and Laos). Small scale reforestation projects have been implemented over the period. Programmes on energy efficient stoves have been successfully implemented but there is little strong evidence on mitigation of deforestation as a result of this. Land degradation has been reversed through mobilisation of rights-holders for adjusted land-use practices.

OUTCOME 5: Duty-bearers have been influenced to include GDR perspectives and elements in national and international climate change policy discourse

Two country programmes (South Africa and Tanzania) and the head office have worked to achieve this outcome. Through a climate "caravan", youth were mobilised across 25 countries and more than 200,000 people signed their demand for climate justice, presented at the Durban COP17 in 2011. In a report launched by NCA in 2014 the researchers calculated what Norway's fair share of the global climate effort should be. This report sparked massive debate, got more than 60 media stories and dominated the first day of 'Arendalsuka'. More than half a year later NCA has observed that several of the environmental NGOs as well as some of the political parties have picked up the rationale which was presented in our report, referring to the principles of historic responsibility and economic capacity and used as a basis for their policies.

OUTCOME 6: National decision-makers have been influenced in the development of national policies on renewable energy and deforestation

Four country programmes worked on this outcome (Kenya, Vietnam, Tanzania and South Africa). While some results are seen, such as the influence of a biofuel review report in Kenya had with direct inputs to national biofuel standards, the majority of achievements are not directly related to the outcome, as a bottom-up approach has led to contextual aims for influencing duty-bearers on environmental sustainability.

OUTCOME 7: Community-based energy programmes have secured access to carbon marked funding

Two country programmes worked towards this outcome (Kenya and Vietnam). The outcome was not achieved within the project period. As it proved too resource intensive to access carbon market funding for small scale projects (costs exceeding benefits), it was abandoned.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

CLIMATE CHANGE ADAPTATION

Overall goal: Reduction of the vulnerability to climate change of poor and marginalised people and communities

Summary of the programme's main achievements compared to overall goal

At the end of 2014, NCA sees a clear reduction in vulnerability of the majority of communities the organisation has worked with. NCA and partners have directly contributed to reducing the vulnerability of about 350,000 people. In several cases the mechanisms and techniques applied have already been put to test (with positive results) through community responses to flooding and drought.

STRENGTHENING CIVIL SOCIETY

Local faith communities strengthened as first responders to emergencies

Civil society actors, and particularly local faith communities, are almost always the first responders to emergencies as they are already present in the affected areas. For NCA, a particularly important part of the climate change adaptation programme has therefore been to strengthen these actors on prevention and response. The functions of FBO networks and local faith communities are acknowledged by The United Nations Office for Disaster Risk Reduction (UNISDR). An NCA led ACT Alliance delegation to Geneva ensured that FBOs were invited to take part in the discussions on stakeholder roles in the zero draft preparatory meetings for the (2015-2030) Sendai Framework of Action.

In the first 24 to 96 hours after the onset of an emergency, access can be difficult or physically impossible for humanitarian workers, in particular to remote areas or in contexts of weak, fragile and dysfunctional states. FBOs are anchored within these local communities and apply their unique strengths such as compassion, care and shared faith to facilitate resilience and respond to disasters. As an example, NCA's partner Lutheran Foundation of Diakonia (FLD) in Brazil has several times provided basic food items and psychosocial support during floods and is always the first to respond.

Disaster risk mitigation strategies such as early warning systems use loudspeakers of mosques in Pakistan and Bangladesh. Churches and temples are also often used for warning about risk, and NCA's Buddhist partners in Vietnam use pagodas to host community disaster planning and for shelters for displaced in emergencies.

FBOs and local faith communities, with their extensive mobilising capacity and far reaching networks, are also uniquely placed both to build the capacity of local committees and other civil society actors and to

mobilise when there is a need. When their capacity is strengthened through cooperation with NCA and other NGOs, local faith communities, with their social assets and human resources make them natural agents for action. The capacity of these networks can be exemplified from Bangladesh partner RDRS who managed in cooperation with the local informal authorities to provide 134 training sessions on climate change adaptation in one year alone. The mere size of the networks makes them unbeatable with regards to dissemination of knowledge. NCA has trained and certified staff in disaster risk management³⁸ so they can disseminate their knowledge and take a coordinating role in mobilising local faith communities.



Delwara Begum in the yellow sari participates in a rescue group working with disaster preparedness in Bangladesh.
Photo: Jens Aas-Hansen/Norwegian Church Aid

38 In cooperation with ADPC – Asia Disaster Preparedness Centre

SELECTED RESULTS

CASE 1:
Ethiopia: Climate smart rehabilitation of land

WHY: Farmers struggling to make a living from a degraded natural environment affected by climate change.

WHAT: Vegetation and soil conservation, replenishment of groundwater resources, small-scale irrigation schemes and diversification of livelihoods.

RESULTS: By introducing improved watershed management, the programme has improved food security for 46,427 people and enhanced their resilience against the consequences of floods and droughts.

A main goal for the Ethiopian government’s Growth and Transformation Plan is improved food security. In line with this, NCA, local partners and the communities themselves have rehabilitated ten environmentally degraded watersheds. In total nearly 11,000 hectares or 110 km² of land have been reclaimed through introduction of improved soil conservation techniques. This has helped regenerate vegetation, which has resulted in reduced soil erosion and increased agricultural productivity. Wells and springs, which previously were dry or functioning only parts of the year, are now providing water for irrigation for 8,179 people. Also land destroyed by large gullies have been reclaimed, and is now fertile farm land for vegetables, fruits and multipurpose trees.

Altogether 631 households headed by women and landless youth have been organised in savings and loan groups (SACOs). These have received technical support to establish functional governing structures and bylaws, and their members have been assisted financially and technically with start-up or expansion of agricultural activities. On average members have increased their annual incomes with ETB 7,325 (USD 366). Other positive results include improvements of housing, increased school enrolment and better family health through diversified diets. The establishment and strengthening of watershed development committees and self-help groups have been a key for mobilising community members for rehabilitation and future protection of the common watershed natural resources.



Romha Atsbeha, a farmer in Addis Alem Locality, Samre District Tigray has been able to harvest twice a year after receiving a water pump from an NCA supported livelihood project. Previously he depended on the rain to produce crops.
Photo: Hilina Abebe/Norwegian Church Aid, Ethiopia



Vietnamese children in a swimming school. Hue, Central Vietnam.
Photo: Imalda Phadtare/Norwegian Church Aid, Vietnam

CASE 2:
Vietnam: Swim towards disaster risk reduction

WHY: Vietnam is very vulnerable to disasters. Floods and typhoons are expected to have even greater impact as the country is affected by climate change.

WHAT: A diverse portfolio of measures based on the training and mobilisation of local committees and faith communities to prevent and prepare for effects of climate change.

RESULTS: NCA’s swim education school programme ‘Swim towards DRR’ (STDRR) has taught 1,800 children how to swim.

NCA Vietnam used lessons learned from the successful climate change adaptation programme in Bangladesh as a model and inspiration when the CCA/DRR programme was initiated. Applying the knowledge gained from exchange visits and relations with partners in Bangladesh, the Vietnam programme mobilised villagers in emergency task forces to plan, coordinate and help their communities during natural disasters. Techniques such as raised plinths³⁹ and livestock shelters to elevated gardens and pigpens were implemented and further developed in cooperation with local and regional authorities, reducing agricultural losses due to flooding and improving rights-holders’ food security. A new component aimed at addressing a key feature of disasters in Vietnam, as 75% of fatalities in flood disasters⁴⁰ are caused by drowning. The numbers vary, but it is estimated that between 10 and 30 children drown per day, making drowning the single most common cause of death for children in Vietnam. There is neither a national swim curriculum nor compulsory school swimming lessons for children.

Through the STDRR project, NCA has developed a swim education curriculum and educated a pool of teacher trainers. Swim education, training on life saving and first aid skills, and basic knowledge on DRR has been provided to children aged 10-11 in flood prone areas of Central Vietnam. In partnership with the Department for Education and Training, the programme equips girls and boys from rural coastal primary schools with the ability to confidently swim 30 metres in open waters and rivers. They are trained in the same water bodies that annually swell during monsoon and typhoon seasons, resulting in flash floods and sea intrusion making it a “real life” simulation. As an innovative and cost effective solution to a basic need in flood prone areas, the swim education programme has been recognised beyond the borders of Vietnam. The World Health Organisation (WHO) has later made similar recommendations with regards to combatting drowning. A film about the programme is available⁴¹.

39 Plinth – the foundation on which a structure rests, such as a house.
40 http://www.who.int/violence_injury_prevention/publications/drowning_global_report/Infographic_web_EN.pdf?ua=1
41 Swim towards Disaster Risk Reduction film: <https://www.youtube.com/watch?v=j78EgX10HuU>

DEVIATIONS AND LESSONS LEARNED

The results framework of the global climate change adaptation programme has worked well, and despite some countries phasing out their dedicated climate programme in the next strategy, the lessons learned from these have informed other countries’ programmes. Some lessons learned over the period include:

- Globally, it is recognised that climate change adaptation programmes need a stronger integration of disaster risk management (DRM), particularly in contexts where this is otherwise low on the agenda. NCA has witnessed this, for instance in Myanmar where additional lives were saved when the programme included a DRM component.
- The slower onset of climate change in Africa means that many African countries are currently lagging

behind when it comes to preparing for and mitigating the risk of future disasters, compared to Asia where it has been high on the agenda for this period. This presents a challenge, but also an opportunity as prevention may yet be possible.

- Working jointly on a climate change project can have effects beyond what is expected. An example is the negotiations around the provision of electricity in Raposa Serra do Sol in Brazil, where common energy need brought conflicting indigenous groups together and improving relations also when it came to other issues.

GLOBAL OUTCOME RESULTS*
CLIMATE CHANGE ADAPTATION (CCA)

OUTCOME 1: Rights-holders are mobilised to manage adaptation and disaster risk reduction initiatives in their own community

In Vietnam, Myanmar, Laos, Ethiopia, South Africa, Tanzania, Haiti and Cuba NCA and partners have mobilised communities and rights-holders so they have the capability to counteract climate change and natural disasters.

OUTCOME 2: Rights-holders have addressed climate induced risks in their working areas

In Brazil, Mali, Vietnam, Bangladesh, Ethiopia and Kenya the number of rights-holders reducing their vulnerability to climate change reached 90,000. The Zambia programme did not achieve this outcome.

OUTCOME 3: Duty-bearers include CCA and DRR measures in budgets and policies

Successful advocacy integrated in programme design by both partners and NCA in Brazil, Bangladesh, Zambia, Vietnam, and Kenya have led to the integration of climate smart applications in federal development reforms. Vietnam and Haiti did not achieve this outcome.

OUTCOME 4: Rights-holders have diversified and strengthened own livelihood assets

In Ethiopia, Mali, Zambia, Kenya and Laos communities that are food secure have started with value addition of produce and provision of market price data.

OUTCOME 5: Rights-holders have access to DRR measures and are more resilient to natural disasters

Guatemala, Vietnam, Haiti, Myanmar, Bangladesh and Cuba have integrated disaster risk management in programmes and are able to respond to natural disasters. Kenya and Zambia reached the stage of mapping risk but with no disaster mitigation measures in place.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

5.5 THE RIGHT TO WATER AND HEALTH

Access to safe water, adequate sanitation and basic health care are fundamental prerequisites for a productive life and development. Yet, universal access to safe water, adequate sanitation and basic health care services are still unmet. The global fight against AIDS is moving in the right direction, but poor and vulnerable people infected or affected by HIV and AIDS often lack access to treatment and care. NCA identified three global programmes addressing the right to water and health:

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

Access to Quality Health Care and HIV and AIDS

Advances in medicine and public health, improved use of family planning practices and increased school enrolment and literacy rates have contributed to the reduction in maternal and child mortality throughout most of the world. Every year, however, 6.6 million children under the age of five die from largely preventable diseases and 289,000 mothers die from complications from delivery⁴². Compounding this is a scarcity of trained health care workers – worldwide there is an unmet need for an estimated 4.3 million doctors and nurses⁴³.

African countries suffer the highest rate of preventable diseases in the world, yet African governments on average spend only 1% of their national budget on health⁴⁴. Access to health care is, among other things, an issue of governance and economic

justice. A sustainable health care delivery system was lacking in the seven countries where NCA implemented the Right to Health strategic priority.

Despite the global decline in new HIV infections since 2001, HIV and AIDS remains one of the leading causes of disease and death, particularly in Sub-Saharan Africa⁴⁵. Stigma and discrimination against people living with and affected by HIV and AIDS persist. To address these issues, NCA has implemented its global programme Social Mitigation of HIV and AIDS in seven countries with the aim of addressing these issues and thereby contribute to reducing stigma and discrimination.

NCA implemented its Access to Quality Health Care programmes in many different settings, from conflict and post-conflict countries such as South Sudan, Sudan and Myanmar to countries with weak health systems like Malawi, Vietnam, Zambia and Palestine.

Water, Sanitation and Hygiene (WASH)

More than two billion people throughout the world have gained access to drinking water from improved sources since 1990, and almost two billion people gained access to sanitation facilities⁴⁶. Prioritising sustainable access to water as a UN commitment, such as making it a UN Millennium Development Goal (MDG), accelerated providing water to those who need it. In spite of these gains, more than 700 million people still lack access to clean water. In addition, over two billion people lack access to improved sanitation facilities, and open defecation is still practiced by one billion people exposing them to health hazards. In 2014, 40 countries were not on track in meeting the drinking water target of halving the number of people with no sustainable access to safe drinking water. 69 countries are not on track to meet the sanitation target by 2015 and many governments seem to prioritise water supply over sanitation.

In July 2010, the UN General Assembly declared safe and clean drinking water and sanitation a human right and essential to the fulfilment of all other human rights⁴⁷. This declaration makes government duty-bearers responsible for providing water and sanitation services to their citizens.

NCA’s water, sanitation and hygiene (WASH) programme filled the gap where governments were unable or unwilling to fulfil this human right. NCA provided WASH services in conflict or post-conflict countries such as Afghanistan, Sudan, DRC and Somalia; in post-natural disaster countries like Haiti and Pakistan; and in countries where there is a gap between political will and the government’s capacity to meet the needs of the population, such as in Ethiopia and Burundi.



Josiah Davies lost his wife when his son Namazani was 6 months old. With help of ICDP and Alinafe Community Hospital he has been able to raise the child alone.

Photo: Callisto Sekeleza/Norwegian Church Aid, Malawi

42 <http://www.theguardian.com/global-development/2014/jun/30/education-girls-child-marriage-developing-world>
43 <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3926986/>
44 http://apps.who.int/iris/bitstream/10665/112738/1/9789240692671_eng.pdf
45 http://www.unaids.org/sites/default/files/media_asset/JC2571_AIDS_by_the_numbers_en_1.pdf
46 World Health Organization and UNICEF. 2014: Progress in Drinking Water and Sanitation – 2014 update. WHO Geneva, Switzerland.
47 http://www.un.org/waterforlifedecade/human_right_to_water.shtml

SELECTED RESULTS:

THE RIGHT TO WATER AND HEALTH

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

SUDAN

In Kordofan, 28,970 pregnant mothers visited health centres for antenatal care. In addition 17,112 mothers visited health centres for postnatal care in 2014. This represents an increase of 133% in antenatal visits and 232% in postnatal visits since 2012.

SUDAN/DARFUR

Around 1.5 million women, men and children accessed health services supported by NCA and partners in Darfur. This led to a reduction in acute respiratory infections and increased the number of women giving birth in health facilities. About 380,000 people living in camps regularly had access to water services through the use of solar powered pumping stations.

PALESTINE

5,078 patients received cancer treatment at Augusta Victoria hospital, which consolidated its role as the national referral hospital for cancer. Additionally, 27,000 women from the West Bank were screened for breast cancer.

MYANMAR

Improved access to health care services in isolated and conflict-affected areas in eastern Myanmar, through mobile teams of health workers supported by NCA. This has resulted in a reduction of diarrhoea cases among children under five years of age in 10 target villages.

VIETNAM

NCA and partners have successfully advocated for the government to change national and religious laws, policies and regulations that discriminate against People Living With HIV (PLWH).

SOUTH SUDAN

26 health facilities were provided with access to water and sanitation facilities.

AFGHANISTAN

52,190 women and men were able to regularly access water, for many of them as close as 50-250 metres from their home.

PAKISTAN

538,209 people in acute emergencies and 125,283 people in longer-term interventions regularly had access to WASH services.

ETHIOPIA

* 172,083 youth were reached in life skills education through peer education and school clubs established by NCA partners.
* 276,614 benefitted from the provision of drinking water via the construction of 668 and rehabilitation of 20 water supply systems.

SOMALIA

559,200 people benefitted from access to water from 251 water supply systems.

ERITREA

16,000 people from four villages benefitted from water supply systems, equipped with solar powered pumping stations.

THAILAND

NCA has successfully worked with FBOs to promote lasting social change and to develop the local and national capacity to address some of the numerous social and health impacts of HIV and AIDS.

ZAMBIA

An increase of 15% of the health sector budget in Zambia was a result of NCA's partner Christian Health Association of Zambia's advocacy work.

MALAWI

Improved access to 50 outreach clinics facilitated by timely referral of antenatal mothers and children under five years of age. This resulted in a significant decrease in maternal deaths and no deaths of children under five years of age in NCA supported clinics. There was also an increase in number of women having access to Prevention of Mother To Child Transmission (PMTCT) services and in Early Infant Diagnosis to children born from HIV positive mothers. This is due to mobile clinic services ensuring that services are accessible in hard-to-reach areas.

SOCIAL MITIGATION OF HIV AND AIDS

Overall goal: Improved quality of life for people living with or affected by HIV and AIDS

Summary of the programme's main achievements compared to overall goal

Between 2011 and 2014, NCA provided medical assistance and social and economic support for almost 50,000 people living with or affected by HIV and AIDS in seven countries. For many of these rights-holders, the quality of life has improved.

STRENGTHENING CIVIL SOCIETY

Buddhist Monks in Vietnam enabled to carry out social work

By focusing on faith-based partners in the implementation of projects, their competence on HIV and AIDS related issues has increased. Faith actors have used their outreach potential to play a major role in delivering services to people infected and affected by HIV. Some of the most outstanding results are found in Southeast Asia, where NCA has mobilised faith-based actors to deliver care and support to those directly affected by the epidemic, and also to provide other health and social services. This case focuses on NCA's work with religious actors in Vietnam and how this support has enabled some of them to carry out on social work.

NCA Vietnam has gradually been building partnerships and working to increase the participation of religious actors in fighting stigmatisation and discrimination related to HIV and AIDS in local communities. Stigmatisation is a barrier to effective HIV prevention and treatment programmes and causes poor adherence to prevention and treatment services. NCA has focused on developing the organisational capacity of FBOs through facilitating their legal registration and creating an enabling and supportive environment for them in civil society. The quality and results of the work done on HIV and AIDS by NCA and partners has led to a new recognition and space for FBOs to engage in social work, after being restricted from this since 1975. Through the support of NCA, the faculty of social work of the Buddhist University (BU) in Ho Chi Minh City was re-established in 2012 and NCA has since assisted the BU in teacher training and the development of curricula. The training courses for Buddhist monks and nuns are expected to make a difference in their perception, skills, working methods and approaches towards development and social work, establishing a broader platform than the traditional model of charity work. This will be the foundation for mainstreaming social work in the Buddhist educational system. In the 3rd quarter of 2015, the first 37 students will graduate and become social workers and social mobilisers of Buddhist pagodas and institutions across Vietnam, providing health care services including psychosocial care. In addition to developing the capacity of FBO partners, NCA has initiated demonstration models on promoting comprehensive care for People Living

With HIV (PLWH). The contribution and involvement of FBO partners and rights-holders have created sustainable and accountable models for target groups. Some successful models are: the establishment of a referral system; the revolving loan scheme for PLWH; and models on life skills education for children. These models are now owned, maintained and still being replicated by FBOs, local NGOs and communities.

Another groundbreaking result was the establishment and registration of three organisations as CSOs (two of these faith-based/Buddhist) during the reporting period, with the help of NCA's legal and diplomatic support. These CSOs are now able to implement projects on treatment and care for PLWH. Hai Duc and Phap Bao centres are the first FBOs in Vietnam to be registered as CSOs, and are eligible to receive direct international funding for their work and to develop their organisations. A third achievement was the change of national and religious laws, policies and regulations that previously discriminated against PLWH, a change which can be attributed to joint advocacy efforts by NCA and 54 FBOs and other CSOs.



Nun Bich Chau caring for young girl Buddhist Association Thua.
Photo: Norwegian Church Aid, Vietnam

SELECTED RESULTS

Thailand is another country where NCA has successfully enabled FBOs to address HIV and AIDS issues. The following case presents some of the results from this work.

CASE 1: Thailand: Building self-esteem and creating livelihoods for PLWHA

WHY: In Thailand, a massive government programme effectively reduced the number of new HIV infections from 143,000 in 1991 to 9,700 in 2011⁴⁸. Nonetheless, in 2011 there were still 490,000 people living with HIV, and 23,000 people died from AIDS-related illnesses. Factors such as an increase in high-risk sexual behaviour among young people led to concerns that the country could face a resurgence of HIV and AIDS in coming years, unless past efforts are sustained.

WHAT: 60 FBO centres have been established providing HIV and AIDS prevention, care and support. These FBOs have a wide network of volunteers trained and rooted in all communities and have now extended their capacity to work on other issues beyond HIV and AIDS. Manuals for trainers have been developed to an advanced level.

RESULTS: NCA Thailand has successfully utilised NCA's model of working with FBOs to promote lasting social change and to develop the local and national capacity to address some of the numerous social and health impacts of HIV and AIDS. In doing so, significant contributions have been made to some of Thailand's successes in increasing awareness, reducing HIV prevalence and strengthening and widening the reach of care and support networks to serve People Living With HIV and AIDS (PLWHA). NCA is confident that the gains made can be sustained by the interfaith network after NCA's close-down of its Thailand programme in 2015.

In Thailand, NCA has been implementing an HIV and AIDS care and support project in collaboration with FBOs with the financial support from the Global Fund to Fight AIDS, Tuberculosis and Malaria since 2005. The project has achieved some significant results in this primarily Buddhist country. NCA has accompanied faith leaders from Christian, Muslim and Buddhist FBOs to form a joint organisation and to develop manuals on how to work with HIV and AIDS in the communities. Today the manuals are used by FBOs to address a wide range of social issues including, but not limited to only HIV and AIDS.

The interfaith foundation was recently renamed the "Thai interfaith Foundation for Social Development (INHAT/TIFSO)". NCA has provided technical support to the development of INHAT/TIFSO's management, leadership and governance structure and has facilitated linkages between the foundation and relevant networks at regional, national and international levels. Furthermore, in order to promote sustainability of the civil society structures that were established, NCA has supported INHAT/TIFSO to align and mainstream its work in HIV and AIDS with other stakeholders like local administrative organisations, hospitals and other NGOs supporting HIV and AIDS and health care programming.

With the support from NCA, INHAT/TIFSO has established 60 FBO centres at community level. The centres, which are established in connection with Buddhist temples, Christian churches and Muslim mosques,

have been able to develop their own HIV and AIDS care and prevention proposals and receive financial support from the Local Administrative Organisations. The establishment of 11 peer groups linked to the FBO centres contributes to fostering participation on HIV and AIDS care and prevention in the 22 target provinces. Associated peer groups have expanded their reach to work with wider populations such as youth, migrants and prisoners. In 2014, 3,190 PLWHA took part in a self-esteem building process. Through the 2012-2014 "CHILDLIFE" project INHAT/TIFSO empowered 394 Child Action Groups' board members in 40 sub-districts in Nakorn Sawan province. Groups of volunteers are now organised and several villages are able to organise their HIV and AIDS work for children without external funding. Volunteers and stakeholders hold regular meetings to address how they can help PLWHA and persons affected by HIV and AIDS address issues related to housing, school fees and counselling.

Life stories collected from this project describe a journey from a point for many PLWHA where discrimination and exclusion were a part of daily life, through to a situation where PLWHA now reside in their own communities as respected members. This is attributed to the focus on building self-esteem community groups, which this project has promoted. Through livelihood projects organised in the communities, PLWHA have also been able to earn an income and continue their lives as contributing members to their families.

⁴⁸ <http://www.avert.org/hiv-aids-thailand.htm>

CASE 2:
Malawi: Reduced malnutrition for orphans and vulnerable children

WHY: The rehabilitation unit at the Alinafe Community hospital was established by NCA's partner CHAM to respond to a situation of high numbers of severely malnourished children in 126 villages in the Nkhotaka district in Malawi, many of whom were infected by HIV. Many malnourished children were repeatedly re-admitted to the hospital. Malnutrition among HIV infected children is particularly severe, since the HIV virus will develop faster and more aggressively in them. It was therefore critical for the targeted children that their situation was addressed. Among elements found to contribute to the situation were cultural factors as well as a lack of awareness of the psychosocial and nutritional needs of children, in particular HIV infected children.

WHAT: In order to improve the situation for malnourished children and their caretakers in Nkhotaka district, CHAM and NCA have collaborated with Vestfold Mental Health Care Trust (PiV) in Norway in a project which focused on building sensitive and caring relationships and interaction with children suffering from malnutrition and neglect. The project was implemented in Alinafe Community hospital's rehabilitation centre as well as in community-based child care centres, community kitchens and primary schools.

RESULTS: The project has contributed to a significant reduction in cases of malnourished children in the target area, including those infected with HIV. Other results such as improved school performance, a decrease in violence against children and reduced stigmatisation and discrimination against HIV infected children are also attributed to this project.

It is now well-known that unless a child has a caring adult to love her/him and teach her/him life skills, social behaviour and morals, her/his mental and emotional development will be impaired. When families are uprooted physically or emotionally ability for providing care often breaks down and has to be reactivated through skilled help⁴⁹.

Inspired by an approach developed by the International Child Development Programme (ICDP)⁵⁰, the NCA/CHAM/PiM project sensitised caregivers on how they best can meet the psychosocial and nutritional needs of their children. 39 caregivers were trained in the ICDP methodology, which focuses on improving the psychosocial and mental status of vulnerable children and foster caring relations between children and their caregivers. The project also trained four ICDP trainers of trainers to ensure that the work is sustained. One key element in the project was the establishment of five community kitchens, where women who had been trained in the ICDP approach conducted cooking classes for caregivers on how to prepare nutrient rich dishes from locally available food. HIV infected children, pregnant mothers, and malnourished children together with their caregivers met once a week at the community kitchens. Caregivers also learned about crop diversification, and poultry farming, amongst others.

Positive changes that have been reported as a result of this project include a change in mentality, where parents and teachers now see children as persons with their inherent value. They have also learned how to talk and listen to their children in a respectful way. Violence against children has gone

down, and school drop-out rate has reduced. The number of malnourished children has decreased significantly in the target areas as caregivers are now using locally available food and making nutritious meals for their children. HIV affected children have in particular improved their life conditions as they are accepted into their communities and have benefitted from better balanced diets.



Nutrition project with the Kitchen Club in connection with Alinafe Hospital, Malawi.

Photo: Callisto Sekelaza/Norwegian Church Aid, Malawi

**DEVIATIONS AND LESSONS
LEARNED**

NCA's global Social Mitigation of HIV and AIDS programme has a major focus on service delivery, in the form of care, support and life skills training to vulnerable people. This focus has been an important contribution to promoting human dignity and justice. Faith-based actors have played important roles in this work, and have contributed to reducing stigmatisation and discrimination.

Contrary to the objectives outlined in NCA's Global Strategy (2011-2015), very few of the country programmes working on HIV and AIDS have developed strong components on mobilisation of rights-holders to claim their rights and advocacy towards duty-bearers to fulfil these rights. There are some exceptions, such as the Vietnam programme, but most programmes have first and foremost been basic service delivery programmes with an additional focus on awareness-raising and activities aimed

at reducing stigmatisation and discrimination. In some contexts, such as Angola, this situation was due to the fact that there still is pervasive stigmatisation of PLWHA, which made it difficult to mobilise PLWA to demand their rights from duty-bearers. Limited funding possibilities for HIV and AIDS projects have also been a challenge for programme development in countries like Angola and Ethiopia. A third reason for this lack of focus on rights-based strategies such as mobilisation and advocacy within the HIV and AIDS work is that many of the countries in which NCA works are characterised by a low level of knowledge and awareness among the population on HIV and AIDS. There is also often a lack of adequate social services offered by the government for PLWHA. Therefore, NCA's partners have seen the need for them to continue providing basic service delivery accompanied with information and education activities. Because of these limitations, the results under the global HIV and AIDS programme are rather limited.

NCA will not carry forward a separate HIV and AIDS programme in the next strategy.



Said Innocent Tologo draws blood from a woman for a rapid HIV test in Nimule. The mobile clinic was launched in January 2014 shortly after war broke out again within South Sudan, and thousands of families arrived in this area.

Photo: Paul Jeffrey/ACT Alliance

49 <http://www.icdp.info/programme>
50 <http://www.icdp.info/api/media/media/790>

GLOBAL OUTCOME RESULTS*

SOCIAL MITIGATION OF HIV AND AIDS

OUTCOME 1: Rights-holders are mobilised to claim equal rights for PLWH at local and national level

Achieved in Vietnam and Malawi. The HIV and AIDS epidemic is feminised and by addressing gender inequalities in Malawi a change in increased male participation in community-based care for PLWHA is seen. 40% of caregivers are now men compared to 5% before the project started.

OUTCOME 2: National duty-bearers are influence to change national laws and regulations

Achieved in Vietnam and Malawi, not fully achieved in Angola. In Angola partner interventions lacked a rights-based approach, which could challenge power relations or injustice faced by the PLWHA. Partners had limited results in addressing the exclusion of PLWHA within their own religious communities nor in the wider society.

OUTCOME 3: Local and national duty-bearers are influenced to provide treatment and care for PLWH

Achieved in Ethiopia, Thailand and Vietnam. In Malawi NCA has supported an Access to Drugs campaign. This resulted in empowerment of communities to hold duty-bearers accountable over promises made in relation to availability of drugs and medicine at health facility level.

OUTCOME 4: Pharmaceutical companies have been influenced to offer affordable medicines for HIV/AIDS treatment

This global outcome was not selected by any of the countries working on this global programme.

OUTCOME 5: Rights-holders benefit from legal, social, physical and economic assistance with a special focus on women and children

Achieved in all countries. The access to PTCM services has increased in all countries and education and livelihood projects have increased access to school for OVC and secured income for families affected and infected by HIV. In Thailand, NCA and partners developed different models where PLWHA are producing different products like fish and mushroom. This has secured their income and their children can continue their schooling.

OUTCOME 6: Rights-holders have secured support for healthy and positive lifestyle

Achieved in Laos, Ethiopia and Malawi. In Malawi, NCA supported sessions with couples on sex and sexuality. Couples were sensitised on stereotypical gender norms, roles and relations that predispose them to HIV infection. The sessions resulted in improved mutual faithfulness among couples.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

ACCESS TO QUALITY HEALTH CARE

Overall goal: Improved access to quality health care for poor and marginalised communities through faith-based actors

Summary of the programme’s main achievements compared to overall goal

Almost 2.4 million rights-holders received health services through NCA and partners’ efforts.⁵¹ A significant increase in the availability of maternal and neonatal health services is seen in the countries where NCA and its partners implement the Access to Quality Health Care programme. This has contributed to a decrease in maternal and child mortality and a decline in the prevalence of some diseases in some target areas (like Malaria).

STRENGTHENING CIVIL SOCIETY

Service delivery as a basis for engaging people as active citizens

Service delivery is an important part of NCA’s health programmes. During this strategy period, NCA and partners have used service delivery components strategically as a basis for engaging people as active citizens. At local level, women and men have been organised in village health committees. NCA would like to see people taking responsibility for their own health, ranging from the adoption of good hygiene practices to a village health committee taking the initiative to offer incentives to a traditional birth attendant (TBA) in order to make it more attractive for her to work in their village.

In Gogrial West County, South Sudan, 78 village health committees, established as a result of NCA and partners efforts, have been active during the period under review. NCA and partners have encouraged the village health committees to use the community conversation model as a tool to find local solutions to health problems, such as lack of access to health care. Community conversation is a local level multi-stakeholder model where everyone in the community has a legitimate voice in decision-making. In Gogrial West County, this has resulted in increased community acceptance of the importance of pregnant women visiting health facilities for ante- and postnatal care. Another change that may be attributed to the work of the village health committees is the increased acceptance of men to accompany their pregnant wives to facilities for antenatal visits. In Malawi and Myanmar, a change in men’s behaviour has also been observed as a result of local level engagement. In these contexts, where men rarely accompanied their wives to ante- and postnatal care previously, men are now more likely to accompany their wives. This has increased men’s access to information about other health issues such as nutrition and hand washing, which in turn unexpectedly has improved their own health and increased their sense of responsibility.

A community which is better informed and aware of health issues is a healthier community. During the reporting period, health education and awareness-raising among rights-holders have been leveraged to address the lack of knowledge about health issues

which too often exists in communities where NCA works. Settings for these activities have been health and nutrition facilities and home visits. In addition, awareness-raising campaigns have been carried out in the communities. The result has been both an increase in behaviour that promotes health and in the individuals’ sense of responsibility for their own well-being. In Malawi, for example, communities have on their own initiative built village meeting places where they gather for health education sessions.

NCA is strongly committed to working with FBOs, who are major health providers in developing countries. WHO estimates that FBOs provide an average of about 40% of services in sub-Saharan Africa⁵². NCA challenges its FBO partners to employ a rights-based approach whereby rights-holders are empowered to claim their rights and duty-bearers are responsible for fulfilling them. In Zambia, NCA’s partner Churches Health Association of Zambia (CHAZ) trained staff from member church affiliated health institutions in medicine tracking, which is monitoring and auditing of services and medicines available at government run health facilities. Health centre staff has, in turn, trained community health groups in medicine tracking, and these efforts have strengthened transparency and accountability mechanisms in the Zambian health sector.



NCA runs clinics and dispensaries in the Hassa Hissa camp that is home to 66,000 people displaced by conflict in the Darfur region of west Sudan.

Photo: Annie Bungereth/Norwegian Church Aid

⁵¹ Some of these rights-holders may have received health services several times.

⁵² <http://www.genevaglobal.com/download/70>

SELECTED RESULTS

CASE 1:
Malawi: Better educated nurses contributed to reduced maternal death rates

WHY: In 2005, Malawi's health system was in crisis due to a lack of trained health personnel.

WHAT: In collaboration with six nursing colleges in Norway, NCA and its partner Christian Health Association of Malawi (CHAM) jointly implemented the Improved Health Training Project with the goal to improve nursing education and increase both the number of and the retention rate of nurses. CHAM is the biggest health care provider in rural Malawi and educates nurses at ten nursing colleges. In total, four million people in Malawi use CHAM hospitals and health centres.

RESULTS: Increased access to and utilisation of maternal and neonatal health services in communities surrounding CHAM and Malawian Ministry of Health facilities.

There are many achievements documented in NCA Malawi's long-term health programme. The programme started in 2004 and continued throughout the current strategy period. The number of nursing students during the first years of the project increased from 3,546 in 2004 to 5,899 in 2011 and the quality of their education improved. Between 2011 and 2014, 1,427 students graduated from the CHAM nursing colleges. Nurse and Midwife Technicians (NMTs) trained by CHAM are now working in 50 rural health clinics, where they have so far provided antenatal check-ups for 12,377 pregnant women and check-ups for 52,798 children under the age of five. These additional nurses and midwives have contributed to reducing maternal deaths in Malawi from 984 per 100,000 live births in 2005 to 547 in 2011. These figures demonstrate the correlation between an increase in skilled health care attendants who work in rural communities and a reduction in maternal mortality.

NCA provided new computers and textbooks and built professional and well-equipped labs for all ten CHAM nursing colleges. An unintended positive effect of the project was that the Nurses and Midwives Council of Malawi (NMCM) has included labs as a critical requirement for all nursing colleges in Malawi.

The cooperation between CHAM and six Norwegian nursing colleges⁵³ has been a key to the success of this project. Teachers from Malawian nursing colleges have participated in three major research projects since 2012. This reflects the improvements in nursing education that would not have been made possible without the collaboration with the Norwegian nursing schools. Initial research on a wide range of topics was presented at an international nursing conference held in Lilongwe and organised by NCA.



Photo: Greg Rødland Buick/Norwegian Church Aid

53 Diakonhjemmet and the Nursing Colleges in Østfold, Vestfold, Akershus, Stord-Haugesund and Telemark.



Midwife Toma's silver foetal trumpet and her skilled hands are the only technology in the room – as she carefully feels for the baby's position and listens to its heart beat through her foetal trumpet.
Photo: Annie Bungeroth/Norwegian Church Aid

CASE 2:
Sudan: Improved maternal health in Kordofan State

WHY: Lack of health facilities and qualified health personnel is a major problem in Kordofan state. A 2012 baseline study indicated that only nine out of 20 health care facilities functioned, none of which met the Sudanese Ministry of Health's (SMoH) minimum standards in terms of equipment and personnel. At the functioning facilities, two physicians and 48 other health care staff served a population of 150,000.

WHAT: NCA and partners rehabilitated six health care facilities and trained new staff, including 36 who had been hired by the SMoH to the rehabilitated facilities. Fifteen traditional birth attendants (TBAs) and 50 community health workers will complete NCA and partners' training in 2015. Five health committees were established.

RESULTS: As a result of the rehabilitated facilities and increase in trained health care personnel, there has been an increase in the frequency and quality of ante- and postnatal care.

NCA's interventions in Kordofan have directly influenced duty-bearers to fulfil their responsibilities to provide health services for its citizens. The SMoH brought 36 new medical staff to the health care facilities rehabilitated by NCA and partner NIDAA, and this figure will significantly increase in 2015 after the training of 15 midwives and 50 community health workers has been carried out.

Five health committees initiated by NCA, with members selected by the communities, help operate the rehabilitated health facilities. They meet twice a month and have had 22 meetings either with SMoH or the local authorities over the past three years. The five established health committees have taken their role seriously and have significantly contributed to the successful operation of the facilities through a revolving medical fund that the health committees collect and oversee. The efforts of the health committees were a catalyst for the SMoH to increase the

national health budget, encouraged by the health committees' commitment and ownership of this project. Impressed by the health committee at the Hamady Health Centre, the governor of South Kordofan State recently made a commitment to increase funding for necessary upgrades at this rural health centre. Also as a result of this project are increased rates in the use of the health facilities.

In Dubeibat Rural Hospital, the average number of outpatient consultations per day has risen from an average of 19 per day before the rehabilitation to 75 after the hospital was renewed. The daily visits at the Kurkura Health Centre increased from 2-3 visits per day in 2013 to 20 following NCA's efforts.

There have been gradual but significant improvements throughout this reporting period in ante- and postnatal care as a result of the increase of qualified midwives. Today, there are more babies delivered at the health clinics than in private homes.



Photo: Norwegian Church Aid, Myanmar

CASE 3:
Myanmar: Trained volunteer health workers contributed to improved health of rural villagers

WHY: Limited delivery and weak quality of health care services in Eastern Myanmar following years of war led to the development of alternative health systems in areas controlled by ethnic armed groups.

WHAT: Volunteer health workers were trained and recruited as an integral part of NCA community health work. NCA and its partners deployed a range of community-based health workers to provide primary health care services.

RESULTS: NCA and its partners contributed to a reduction in mortality rates in intervention areas. Malaria cases have dramatically decreased in the 10 villages covered by this project.

NCA and its partners trained village health volunteers and traditional birth attendants to provide frontline health care services in remote villages. Throughout the course of this project, it was important to balance the amount of time with the capacities of volunteers in order to manage expectations and the burdens associated with providing this sort of volunteer service. Despite these challenges, good results are documented. Village health volunteers have contributed to raise hygiene awareness among villagers of the importance of using latrines and hand washing. The health volunteers have also been instrumental in referring pregnant women to the hospital in cases with complications. In the target area village health committees have been elected and are managing a revolving medical fund used to offset medical costs for patients. There has also

been an increase in positive health practices and improved knowledge about how to protect oneself from illnesses such as malaria. Malaria cases have dramatically decreased in the 10 villages where NCA and its partners implemented this project. The partners provide early diagnosis and treatment of malaria using Paracheck rapid diagnostic tests and artemisinin-based combination therapy. Partners also distributed insecticide-treated mosquito nets, provided education on malaria and encouraged people to seek timely testing and treatment when they have a fever. There has been a reduction in malaria as cause of death from 2010-2014. Malaria accounted for 17.7% of deaths across all age groups in 2013, compared with 24.7 in 2010, and was in the same period reduced from being the leading cause to the second leading cause of death among children under age five.

CASE 4:
DRC: New tool contributed to reduced neo-natal deaths

WHY: DRC has one of the world's highest rates of maternal mortality and neo-natal deaths.

WHAT: Mama-Natalie and Neo-Natalie are simulation models developed by Lærdal Medical and Johns Hopkins University affiliate JHPIEGO. These models are used to train health care workers by simulating some of the complications that may arise during pregnancy and childbirth. NCA and its partners trained 346 health workers from 73 structures in 15 health districts in South Kivu, DRC. The health workers learned about the complications that may arise during childbirth and practiced simulated deliveries. 22 additional nurse-midwives and doctors were trained as facilitators to further train other health care personnel in safe delivery practices.

RESULTS: Neo-natal deaths (occurring during an infant's first week) decreased from 11 to six per 1,000 live births at the end of the project. This is considered an important reduction rate given the complex situation in Eastern DRC.

The Mama Natalie and Neo Natalie trainings were the first of its kind to be carried out in a franco-phone country. During the trainings, the focus was on treating postpartum bleeding and birth asphyxia. Working in teams of four, gynaecologists, doctors and midwives from Norway developed this training programme together with staff at the Panzi hospital in DRC. This training took place over the course of six weeks in 2013.

Follow-up research on the project has evaluated to what extent the health care workers are using the skills they have acquired. The documented results of the reduction in neo-natal deaths from 11 to six per 1,000 live births attest to this. The rate of maternal deaths has decreased from 90 to 58 per 100,000 live births. (Ref. DRC Health Authorities, IPS)

A male doctor simulating a birth gets assisted by his colleagues during one of the two days courses.

Photo: Bjørg Evjen Olsen/Norwegian Church Aid



DEVIATIONS AND LESSONS LEARNED

The Access to Quality Health Care programme is in many ways more a collection of national health programmes than a true global programme. There were indeed some important similarities in approaches across country contexts, such as the key role played by village health committees and FBOs in many contexts. But the differing nature of the health programmes, ranging from a modern hospital for cancer treatment in Jerusalem to volunteer health workers in Eastern Myanmar, has made it challenging to identify common focus areas and working methods that a global programme can be built around.

One focus area which has progressively become more important for NCA and partners in several programme countries relates to maternal and child health. NCA will therefore take advantage of our experiences and

lessons learned from this period and develop a new global programme for the next strategy focusing on reproductive health, aiming at strengthening the health situation for women and children. The role of FBOs as civil society actors in the health sector will be further strengthened in this new programme.

When it comes to country-based deviations, there were challenges in implementing some of the planned projects in Sudan as a result of an unpredictable security situation. In Darfur, insecurity occasionally has disrupted the flow of services for health clinics. The Zambia Country programme has progressively made a shift from Social Mitigation of HIV and AIDS to the Access to Quality Health Care. This is an effort to move to a more integrated response to health by addressing other community and public health issues.

GLOBAL OUTCOME RESULTS*

ACCESS TO QUALITY HEALTH CARE

OUTCOME 1: Rights-holders have the knowledge and means to protect themselves from diseases that are likely to represent a significant risk to health

Achieved in Myanmar, Sudan, South Sudan, Zambia, Vietnam and Malawi. The Cross-Border Malaria Initiative in Zambia has achieved great results. Out of 12,286 households monitored, 98% were using the long lasting insecticide treated nets correctly and consistently. There was a reduction in deaths attributed to malaria in these areas. More people test themselves for malaria, an increase from 19% to 48%.

OUTCOME 2: National duty-bearers are influenced to deliver on the right to primary health care services

Achieved in Middle East, Myanmar, Sudan, South Sudan, Zambia and Vietnam. Both in Sudan and Darfur the continued efforts to transfer health facilities to the government have been successful. For many years the Darfur health and nutrition programme has been directly implemented by NCA, but by the end of 2014 all the staff in the clinics and nutrition centres were seconded by the Sudanese Ministry of Health.

OUTCOME 3: Health facilities are professionally managed, accountable and inclusive and relate to national health policies

Achieved in Vietnam, Myanmar, Middle East, South Sudan and Malawi. Training of health personnel is a key component of NCA's Access to Quality Health Care programme. In Malawi, 1,427 Nurse and Midwife Technicians graduated from NCA partners' nursing colleges and in Myanmar, 50 auxiliary midwives were trained for 3 months in Thailand at the Mao Toe clinic.

OUTCOME 4: Rights-holders have access to safe maternal and child services

Achieved in Malawi, Zambia, South Sudan, Sudan, Middle East and Myanmar. This is the outcome with best results across country programmes. Over 50,000 pregnant women were reached with antenatal clinic care and over 80,000 children under five years and newborn were reached with health services. This led to a reduction in maternal and child mortality in some target areas.

OUTCOME 5: Health institutions have employed and retained qualified health personnel

This outcome was not selected by any of the countries working on this global programme.

OUTCOME 6: Norwegian health institutions have provided relevant capacity development support for faith-based health institutions in NCA target areas

Achieved in Malawi and Middle East. Six Norwegian Nursing Colleges have contributed to enhance the capacity in research methods in Malawian Nursing Colleges. In addition at Augusta Victoria Hospital 53 nurses, doctors and physicians have been trained in treatment and care by Norwegian Radium Hospital.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.

WATER, SANITATION AND HYGIENE (WASH)

Overall goal: Improved access to water and sanitation, enabling a good environment for improved hygiene for poor and marginalised communities

Summary of the programme's main achievements compared to overall goal
From 2011-2014, NCA provided access to potable water for almost 2.8 million people residing in 10 countries, which translated into improvements to their health and wellbeing. NCA also contributed to the recognition of water and sanitation as a human right through its advocacy efforts in the Ecumenical Water Network (EWN).

STRENGTHENING CIVIL SOCIETY

Organising women and men in village water committees for increased ownership

NCA's WASH programme is people-centred. This approach puts communities at the centre of their own development and empowers them to take responsibility for their own water and sanitation services. Active participation of community groups in all decision-making related to the construction and maintenance of communal infrastructure has fostered local ownership, which in turn contributes to the sustainability of WASH services. Below are only a few of many examples illustrating how NCA has strengthened its partners' use of participatory and people-centred approaches that have led to sustainable access to WASH services.

In Pakistan, Village Development Committees (VDCs) are an important element of all WASH projects. These representative committees, which are comprised of elected members from local communities, participate in every stage of project implementation and provide an important platform for local communities to voice their opinions on issues such as project progress, improvements required, grievances and other feedback. Through established linkages with government departments, VDCs also actively engage in other community welfare work, such as requesting road improvements or infrastructure from the government. Women in particular are actively involved with WASH projects through the VDCs.

NCA's partner Research and Development (RDF) in Sindh province utilised social mobilisation agents to engage and organise community members to elect VDCs. 183 VDCs were established under a post-flood rehabilitation project after monsoon rains and ensuing floods in 2010 led to the worst flooding in Pakistan in 80 years. RDF trained committee members to create internal systems and develop guidelines

to improve the financial management and governance of the VDCs in order to be able to collect and responsibly handle funds contributed from village members for the regular maintenance and occasional repairs of the water and sanitation installations. VDCs also facilitated the development of an action plan that outlines community priorities for the year ahead. A typical action plan included initiatives to increase girls' school enrolment, opening a bank account to deposit user fees and advocating for authorities to address community concerns such as spraying to eliminate mosquitos. Other tasks for which the VDCs are responsible were the maintenance of local hand pumps and the organisation of periodic campaigns to keep the village clean. They also monitor companies that construct water infrastructure by verifying the amount and quality of construction material used for each project. This approach has facilitated access to sustainable water services whereby community members have been empowered and actively involved. This project provided access to drinking water for 89,226 people.



Hygiene promotion for men in a community in the Sindh province, Pakistan.
Photo: Manfred Arlt/Norwegian Church Aid

SELECTED RESULTS

CASE 1:
Providing sustainable water services

WHY: Providing safe drinking water by constructing new water infrastructure sometimes comes at the expense of securing a sustainable system for supply and maintenance, particularly in rural areas. In Sub-Saharan Africa, about 36% of hand pumps are classified as non-functional⁵⁴.

WHAT: The combination of community management of water infrastructure and local ownership is the cornerstone of NCA's WASH approach, as it is believed to lead to more sustainable WASH infrastructure. NCA focused on mobilising people to manage the water infrastructure in their own community and integrated several other measures to enhance the sustainability of water supply infrastructure into its water projects.

RESULTS: The approach has resulted in more sustainable access to water for a significant number of people, and fostered a sense of local ownership. In the last four years, NCA provided access to water for 20,000 people in Angola, 559,200 people in Somalia, and 234,500 in South Sudan.

In Angola, an external evaluation⁵⁵ found that recognition of village water committee members by local authorities had increased. Moreover, committee members were more capable of interacting with local authorities and traditional leaders to advocate for everyone's collective interests, such as access to water. This evaluation illustrates how NCA's programme empowered communities to participate in their own development.

The committee's main responsibilities included raising and administering fees from water users as well as managing the operation, maintenance and repair of the water delivery system. NCA and its local civil society partners worked closely with each committee to develop procedures that ensured democratic and accountable decision-making and management. Measures were also put in place to ensure that women were equally represented in each committee. NCA emphasised empowering committee members to address local authorities with their concerns and needs related to accessing water. On several occasions, local authorities addressed the committees' concerns, for example in Quibaxi municipality, where committees successfully advocated for support from the administration in helping meet the costs of maintenance of water equipment and to provide fuel on a monthly basis. This is particularly notable, as for many members this was their first community organising experience. The evaluation report also found that 15 out of 21 water-piping systems constructed from 2005-2010 were still functioning in 2013.

In Somalia, NCA piloted a different model to ensure sustainability. NCA and its partners trained and raised awareness about sanitation and water issues for 977 male and 383 female municipal staff. This resulted in the authorities mobilising private sector actors to establish public-private partnerships for water management. The local authorities, together with private sector partners, established two water companies in the Dollow and Bele Hawa Districts in the Gedo Region.

Complex water systems, which require more technical insight, need to be repaired by mechanics

who have specific skills and access to spare parts. While the authorities may have some mechanics at the district level, often their ability to travel to more remote places is restricted because of their lack of transportation. Another approach that NCA employs to enhance the sustainable functioning of water infrastructure is to train local people to serve as "care takers" of the water installations. They are responsible for the day-to-day tasks related to operating the water system, including routine maintenance, keeping the water points clean and small repairs. In South Sudan, NCA trained local people to go from village to village by bicycle to repair hand pumps. In 2013, NCA and the authorities in Eastern Equatoria State established a system that enables mechanics to access spare parts to repair water systems. NCA wanted to take this idea further and developed a concept paper outlining a project to establish associations for hand pump mechanics who provide spare parts and repair services for a fee.



Photo: Håkon Haugsbo/Norwegian Church Aid

54 Baumann, 2009: *May-day! May-day! Our hand-pumps are not working!* Perspectives no.1. St. Gallen, Switzerland: RWSN Rural Water Supply Network: RWSN Rural Water Supply Network. 55 Evaluation of NCA's WASH programme in Angola (2005-2010).



NCA provided sanitation and water supply to nine schools constructed by FCA in Haiti. Children are playing in front of the toilet house in the school Bon Berger.

Photo: Manfred Arlt/Norwegian Church Aid

CASE 2:
Haiti: Hygiene clubs and WASH services in schools

WHY: Children spend most of their waking hours in school, a place where they learn but also acquire habits and develop attitudes that can impact the rest of their lives. Children need a healthy learning environment, which includes access to clean water for drinking and hand washing, and safe and friendly-to-use sanitation facilities. Schools in NCA target areas generally lack access to safe water and adequate sanitation facilities. In Haiti, more than 52% of the schools had insufficient WASH facilities.

WHAT: Together with Finn Church Aid (FCA), NCA implemented the "Green Schools" project from 2011-2014. NCA provided water supply, sanitation facilities, wastewater treatment and hygiene promotion in nine schools constructed by FCA. These schools were located in the hardest earthquake affected region, Les Palmes. To ensure that the students developed positive habits, hygiene clubs were established.

RESULTS: 2,700 pupils benefitted from WASH services in nine schools.

Teachers provided hygiene education in the schools constructed by NCA and FCA. The pupils were offered the opportunity to participate in after school hygiene clubs, and its members were known as "Heroes". Students then passed on their new knowledge to their school peers who were not part of a club. In 2014, preparatory work for the "Heroes" hygiene clubs was undertaken in five newly constructed schools, which targeted 1,237 students and teachers. Visiting NCA staff observed students washing their hands with soap, which signals that the awareness-raising had a positive impact on children's habits.

Other countries where NCA has provided WASH in school services for children include Sudan, Burundi and DRC. In South Sudan, NCA organised school hygiene clubs and involved and trained members of the Parent Teachers Associations (PTA) on safe hygiene practices. As a result of the trainings, some of the PTAs mobilised their communities to construct temporary latrines to improve the sanitation in the schools. Other PTAs took the initiative to form hygiene clubs in their schools. This resulted in improved cleanliness, management and maintenance of school sanitation facilities.

CASE 3:
Safe hygiene practices and adequate sanitation in communities led to improved health

WHY: Living in an environment where open defecation is practiced is dangerous to the health and well-being of individuals and communities. Practicing positive hygiene behaviour results in improved health. If basic hygiene habits like washing hands with soap are not practiced the risk of infection from transmissible diseases increases. Combining the use of toilets and consuming treated household water may reduce the incidence of diarrhoea and diarrhoea-related deaths significantly.

WHAT: NCA uses different approaches to improve household sanitation and promote positive hygiene practices depending on the country context. Community-Led Total Sanitation (CLTS) is one method that has proved to be effective.

RESULTS: From 2011-2014, NCA provided improved sanitation facilities to about 365,000 people in the countries with this programme. For example, 58,919 people in Afghanistan benefitted from awareness-raising about positive hygiene practices. NCA and partners' projects resulted in improved health and knowledge on how to prevent the spread of disease in 56 communities, and this led to a decrease in the number of water-borne diseases, such as diarrhoea. Similar results were achieved in other countries focusing on sanitation and hygiene practices.

One approach used to improve sanitation was through the use of "demonstration toilets". A few toilets were constructed in the targeted villages. This was accompanied by hygiene promotion, whereby NCA's partners trained local volunteers (mainly women) to raise awareness among their peers and other community members about positive hygiene practices. NCA's partners also mobilised religious teachers to discuss hygiene-related topics during Friday prayer at the mosque. These measures were intended to increase the demand for sanitation facilities. As a result, the communities themselves took the initiative to construct 28 new latrines. 98% of the people reached through this project report to have changed hygiene habits, as they now wash their hands with soap before

meals, after using the toilet and after working with their hands in the fields. People express an increased awareness about the causes, impacts and prevention of spreadable diseases.

NCA used different approaches to improve household sanitation depending on the country context. In Angola, Somalia, South Sudan and Ethiopia, NCA piloted the Community-Led Approaches to Sanitation, which involves mobilising community members to come to consensus that each household must construct its own toilet and declare a commitment for the community to eliminate open defecation. In Angola, 314 householders constructed their own toilets using their own means after the introduction of this new approach.



Sanitation and hygiene information in Darfur.
Photo: Annie Bungeroth/Norwegian Church Aid

SOUTH SUDAN

In Magwi District, South Sudan, NCA trained the members of three health committees in the CLTS approach, one of whom is Miss Achiro Eveline from the Omeu Primary Health Care Unit. She led one of these committees by first informing the community's traditional leaders about the training and ensuring that the leaders were on board and committed to the project. The health committee then mobilised community members using the social mobilisation techniques taught during the NCA training. In a community meeting, the members came to consensus around two sanitation issues on which to focus: 1) constructing toilets for the health unit and 2) ensuring that every household in the community has constructed a toilet by the end of the year. The community meeting also established sanctions for those who did not comply with these decisions.

In the months following this meeting, some people resisted and did not want to construct a toilet for their household. The village leader settled these disputes enforcing the agreed sanctions and did not back down from the community decision for every household to have a toilet. This sent a strong signal to the rest of the community about the importance of these initiatives. From then on, Miss Achiro Eveline and the other members of the health committee guided the village in their efforts until they achieved their dream of being an open defecation free village. Now every family in this community has a toilet.



Photo: Erik Thallaug/Norwegian Church Aid

DEVIATIONS AND LESSONS LEARNED

Reflecting the results in the light of NCA's Global Strategy 2011-2015, NCA is on track to achieve the overall objective of the WASH programme by the end of 2015. In the past four years, NCA focused more on water supply, which meant that less focus was put on sanitation and hygiene promotion. However, it is the balanced combination of water supply, hygienic practices and sanitation that achieves the best effect on prevention of transmissible diseases. The CLTS approach proved to be an effective means to household sanitation. NCA has applied this in different country programmes with documented results, and sees this as a chance to develop our work in the sanitation sector in the future.

NCA used the three working methods of emergency response, advocacy and long-term development in the WASH programme. Due to the circumstances where NCA implements the programme, emergency response

and long-term development were much more used as a working method than advocacy. NCA applied the different forms of advocacy at a global, national and local level making use of the political space available.

NCA and partners filled the gap where other duty-bearers do not deliver water, sanitation and hygiene service, making the outreach relevant to marginalised, poor and people living in remote areas. During the last years, great progress has been made in the water sector, but there are still about 750 million people today living without access to safe water. Most of them are marginalised, and therefore NCA's contribution will be important in the future. In contrast, progress in the sanitation sector is lagging behind compared to the water sector and therefore a much higher number of people do not enjoy access to adequate sanitation facilities. NCA will increase its efforts in this sector in the next strategy as a response to this.

GLOBAL OUTCOME RESULTS*

WATER, SANITATION AND HYGIENE

OUTCOME 1: Rights-holders are mobilised to negotiate conflicting interests of fair management of vulnerable water resources

Outcome selected only by NCA in Afghanistan and achieved. WASH committees were trained in conflict resolution. They resolved 60 conflicts about access to scarce water resources in the provinces Farayab, Daikundi and Urozgan.

OUTCOME 2: Rights-holders' organisations have the capacity for management of sustainable community water supply and sanitation services

Achieved in all countries: Sudan, Burundi, DRC, Somalia, South Sudan, Ethiopia, Angola, Afghanistan, Pakistan and Haiti. WASH committees were formed and members trained to manage each water point/system and communal/public sanitation infrastructure.

OUTCOME 3: Duty-bearers are influenced to deliver on the right to water and sanitation services

Achieved in four (South Sudan, Sudan, Somalia, Angola) out of 10 countries. Outcome was selected by South Sudan, Sudan, Pakistan, Burundi, Somalia and Haiti. NCA influenced duty-bearers through capacity building on public health engineering and improvements of maintenance systems, dialogue and mobilisation. Rights-holders learned to negotiate with duty-bearers, conducted stakeholder forums and negotiated/requested services and support for the operation and maintenance of WASH services.

OUTCOME 4: Rights-holders take action to protect themselves against key public health risks related to hygiene practices

Achieved in five out of five countries to a varying degree (Burundi, Somalia, Angola, Ethiopia and Haiti). Hygiene promotion as part of WASH in schools projects that organise hygiene clubs for children was carried out in Haiti, South Sudan, Pakistan and Burundi. Rights-holders started to use toilets, wash hands at critical times and treated their household water.

OUTCOME 5: Service providers have the capacity for accountable and inclusive WASH services delivery

Achieved in Afghanistan, South Sudan and Somalia, even if the outcome was only selected in Afghanistan. NCA Afghanistan carried out once a year training of technical staff of the provincial water offices resulting in more competent local authorities.

OUTCOME 6: Rights-holders have access to adequate, appropriate, acceptable and sustainable sanitation services in public institutions and households

Achieved to a varying degree in Sudan, Burundi, DRC, Somalia, South Sudan, Afghanistan, Pakistan, Angola, Ethiopia, and Haiti. Outcome was selected in eight out of 10 countries. In Burundi, South Sudan, DRC and Haiti, NCA worked to improve institutional sanitation such as improving sanitation, hygiene and water in schools and health units. In all aforementioned countries, NCA worked to improve household sanitation using different approaches. About 365,000 people in total were provided with access to institutional and household sanitation.

OUTCOME 7: Rights-holders have access to sound sustainable water supply services

Achieved in all countries. Almost 2.8 people were provided access to drinking water supply services during the four year period.

* All global programmes have defined global outcomes. Here is a summary of the main results per global outcome.



Arrival of water treatment unit in Bangula, Malawi. The equipment will provide clean water to thousands of people.
Photo: Reza Ali Mohammadi/Norwegian Church Aid

6. HUMANITARIAN ASSISTANCE

From 2011-2014 NCA and partners provided humanitarian assistance to more than 6.1 million people in more than 20 countries, many of whom had faced multiple crises. During this reporting period, NCA responded to five *level 3 emergencies*⁵⁶: in Syria, the Philippines, South Sudan, the Central African Republic and Northern Iraq. In addition, NCA assisted women and men affected by conflict and natural disasters in NCA programme countries including Kenya, Angola, Afghanistan, Pakistan and Ethiopia to mention a few.

Overall goal: Save lives and protect rights of vulnerable persons during and in the aftermath of humanitarian emergencies

Main interventions: NCA provides life-saving assistance and protection whenever and wherever the needs are most acute. NCA's expertise and main delivery in humanitarian response operations is the provision of safe water, hygiene and sanitation services (WASH). These services are often combined with services from other sectors. This includes the distribution of food and non-food items, such as blankets, hygiene kits and cooking utensils, and the provision of shelter, education and psychosocial services.

6.1 WORKING THROUGH LOCAL STRUCTURES

NCA's long-term relationship with local partners, many of them FBOs, is a major resource for the organisation's humanitarian response capacity. Such relationships have enabled NCA to access hard-to-reach locations and assist people in need with timely, life-saving and dignified assistance in countries such as Syria, Mali and South Sudan. The partnership approach has also enabled NCA to fill gaps and better coordinate its response according to the assessed needs of rights-holders. Not only are local partners often better positioned to understand and navigate social, political, and economic contexts that inform and impact humanitarian responses, but they are also firmly rooted in established networks in affected communities. NCA's local partners often have a distribution system in place

and an environment for enabling volunteerism among their congregations, making them efficient in both cost and delivery. FBOs are among the first responders to assist people and communities affected by crises and provide evacuation shelters, volunteers and reinforced infrastructure for humanitarian relief and communications. During the crises of drought, armed conflict and the occupation of the three northern regions by rebel movements in Mali, which started in 2011, networks established through NCA supported projects during peaceful times became effective channels of life-saving food distribution (see below). In South Sudan and Syria, church structures enabled NCA to reach the neediest people.

⁵⁶ The L3 designation, the highest level on the emergency scale, indicates to the international community that the situation requires a significant response from the humanitarian system.

6.2 IMPROVED RESPONSE CAPACITY

Due to the growing number and frequency of humanitarian crises, during this period NCA has increased its capacity for timely response, at scale and with quality services to people and communities affected by disasters. NCA's main focus has been the provision of WASH services, but it has also responded with other resources as needed. The collaboration with the Norwegian Ministry of Foreign Affairs (NMFA) on "WASH in emergencies" has been an important cornerstone of this work. Furthermore, NCA has participated and contributed actively to global and national WASH coordination mechanisms as well as strengthened its collaboration with other ACT Alliance agencies. Strong coordination means fewer gaps and overlaps in humanitarian assistance and more people assisted through a dignified response. NCA's collaboration with local partners, ACT Alliance agencies and international stakeholders has resulted in a more efficient use of resources and improved results, whereby NCA has been able to reach more rights-holders.



Water treatment unit in Melurt, Upper Nile State, South Sudan in 2014.
Photo: Paulos Yoseph/Norwegian Church Aid

SYRIA: Humanitarian access through invaluable local partnerships

As the conflict in Syria enters its fifth year, and the humanitarian situation is deteriorating, humanitarian access is increasingly challenging in Syria and throughout neighbouring countries. Despite this, NCA is expanding the ongoing Syrian humanitarian response, in partnership with the International Orthodox Church Charities (IOCC), the Greek Orthodox Patriarchate of Antioch and All the East (GOPA) and others. The partners' historic presence in the region with networks of parishes and institutions throughout the country has provided NCA with unique access to difficult to reach areas in Syria.

Since the beginning of 2012, NCA and partners have worked to alleviate the suffering and hardship of

civilian victims of the Syrian war, consisting of internally displaced persons (IDPs) and host communities inside Syria, on the one hand, and Syrian refugees in Jordan and Lebanon, on the other. The provision of WASH services is NCA's main contribution, which is often combined with the provision of non-food items (NFIs) and food assistance. The Syria response is based on the principles for conflict sensitive programming and one of the main strategies has been to ensure that host community needs also are addressed. As the humanitarian situation persists, NCA and partners have gradually invested more in linking humanitarian assistance to sustainable and early recovery mechanisms in communities and local institutions.

SELECTED RESULTS 2012-2014

- Shelter: NCA supported the construction of four IDP camps for approximately 11,000 people.
- Water: Almost 941,000 rights-holders across Syria gained access to safe water facilities.
- Hygiene and sanitation: 335,000 rights-holders are less vulnerable to public health risks due to the provision of hygiene kits and latrines.
- Winter clothing: 35,000 rights-holders have accessed warm clothing/blankets and stoves and are less vulnerable to the cold.
- Food security: 60,000 rights-holders received emergency food supplies.

NCA and other international humanitarian actors have advocated for increased access for humanitarian aid to Syria. This joint advocacy has contributed to persuade the UN Security Council to pass a resolution in 2014 calling for unimpeded humanitarian access in Syria⁶⁵.

One of the many important lessons learned from NCA's Syria response is the need for flexibility in programming and implementation due to the complex context and severe security risks.



65 <http://www.un.org/press/en/2014/sc11292.doc.htm>
Hygiene training for children.
Photo: GOPA



Water distribution in Kidal, Mali.
Photo: Housseini /Norwegian Church Aid, Mali

MALI: Community-based approach to humanitarian assistance

The multifaceted crisis in Mali since 2011 has included drought, armed conflict and occupation of the three northern regions by rebel movements, as well as a coup d'état in March 2012. Humanitarian access to the affected areas has been challenging and NCA has been one of the few actors who are able to provide humanitarian assistance in these seriously affected regions. This achievement can be explained by NCA's thirty-year presence in the country, extensive networks and long-term partnerships with grassroots organisations within areas such as peacebuilding and women's empowerment.

When the armed conflict and political crisis escalated in 2012, NCA and partners were already present in northern Mali, well known and trusted by the population and working with local civil society organisations and groups. This made it possible to rapidly organise more than 300 local

emergency committees and provide assistance to more than 190,000 crisis-affected people during this period. The committees' work included assisting with the selection of beneficiaries for food distribution. Even such short-term assistance helped a substantial number of children, women and men to get through a very difficult period of their life. Many of the actions took place on the committees' own initiative, which indicates that the capacity building and support they had received as part of NCA and partners' long-term development projects from 2011-2014 had an impact. The same local emergency committees have since then been used by other humanitarian actors.

The capacity of NCA's country office to provide humanitarian aid has increased significantly since the emergency operation started. The main areas of interventions have been food security, access to safe water and resilience activities.

SELECTED RESULTS 2011-2014:

- Food security: 128,000 vulnerable women, men and children were able to eat at least two meals a day during periods of drought, occupation and conflict.
- Livelihood: A total of 4,721 youth, who may have otherwise relocated to other towns, started income generating activities that contributed to the promotion of livelihood initiatives.
- Tree planting: Rights-holders who rely on the land for their livelihood planted 4,200 sun-shade trees to rehabilitate soil and cultivated 60 hectares of pasture land in areas exposed to water runoff.
- Water: Rainwater harvesting increased access to safe drinking water, water for cattle crops through the construction of channels, sand dams and dykes. 41 rehabilitated wells provided access to water for 16,200 households/81,000 persons seriously affected by drought.

DARFUR: Recurrent insecurity and violence

Civilians killed, houses burnt, assets destroyed and entire communities forced to flee. This was Darfur in March 2004 when the UN Resident Coordinator asserted that Darfur was “the world’s worst humanitarian crisis”⁵⁸. Today, people in Darfur still face insecurity and violence. The Joint ACT-Caritas Darfur Programme (DP) was launched in 2004 with the initial ACT/Caritas Emergency Appeal; it was supported by approximately 60 funding partners. In the early years, the DP worked through national FBOs, providing a variety of relief activities like primary health care and nutrition facilities. The current focus of the programme is WASH, health and nutrition, distribution of non-food items and

livelihood. 2013 and 2014 saw a continued escalation of displacements as a result of fighting in Darfur. During the first five months of 2014, an estimated 322,000 people were displaced. For the DP this resulted in increased pressure on existing facilities in the camps. Despite the many challenges encountered during the 10 years since it was launched, the ACT-Caritas programme remains one of the largest NGO programmes in Darfur, providing assistance to around 500,000 individuals annually. Faced with an increase in the humanitarian needs caused by continued conflict and displacements, the trend of declining humanitarian funding to Sudan is of great concern.

ACCESS TO SAFE WATER CHANGED HELAT’S LIFE

The Darfur Programme drilled a borehole and installed a solar powered pumping system in the town of Helat Hawsa in 2009. In 2013, NCA/Caritas managed to extend a pipeline system in collaboration with the local community.

After the extension of the pipeline in 2013, conditions improved greatly, Hawa reported. Hawa used to collect water from a hand dug well nearly 1 kilometre outside her village. The traditional hand dug well required a lot of effort as water needed to be hoisted from a depth of almost 12 metres. It was also unsafe. “I occasionally had to wait more than 30 minutes before my turn to fetch water”, she said, “and there was also the risk of falling into the well. Two children once fell into the well. One of them died and the other was seriously injured” she said, sadly. “The biggest change that has happened to me is the additional time I now have for other activities”. Since the extension of the water pipeline to their community, she said, “now water is available for 24 hours per day and it is safe. My neighbour has a water tap at his house, where I collect the water quantity I need in less than 15 minutes. I now make nine basket fronds a day compared to five previously. Besides, I also have time for my children and other household activities”.

Hawa’s story shows how some additional time saved in water collection can significantly impact other areas of women’s lives such as livelihoods and income as well as increasing their capacity to contribute more to the welfare of their families in Darfur.



Photo: Hilina Abebe/Norwegian Church Aid

66 <http://www.cafod.org.uk/News/Emergencies-news/Darfur-ACT-Caritas-programme>

OVERVIEW OF HUMANITARIAN RESPONSES
2011-2014

COUNTRY	AREAS	TYPE OF EMERGENCIES	SECTORS OF SUPPORT	TOTAL PEOPLE REACHED 2011 TO 2014	NCA PARTNER AND/OR NCA IMPLEMENTING	DONORS
FOCUS COUNTRIES						
Afghanistan	Faryab, Samangan, Khost, Paktika, Daikundi and Bamyan Provinces	Conflict, flood, drought and spread of animal diseases	WASH, food, NFIs, animal feed	70,962	Partner and operational	MFA and FCA
Angola	Huila, Cunene, Uige, Benguela provinces	Flood, droughts and returned refugees	Livelihood, food security and WASH	28,931	Partner and operational	NCA and ACT partners
DRC	North-Kivu	Conflict	WASH	423,555	Partner	Pooled funds
Ethiopia	Oromian/Guji Zone, SNNPR/ Derashe S. Woreda, Tigray/ Raya Azebo & Hintalo Wajirat, Gambella	Flood, drought, ethnic conflict, refugee response	Shelter, WASH, food	364,633	Partner, UNHCR and operational	NCA and ACT Alliance and UN
Guatemala	Various districts Central, East and West	Flood, earthquake, drought	Livelihood/food, WASH/health	23,539	Partner	NCA and ACT partners
Haiti	Ouest department (Port-au-Prince), Center department and Grande Anse department.	Flood, cholera	WASH, health	8,958	Partner	MFA
Kenya	Mandera county	Drought	Food Security, WASH, Livelihood	58,344	Partner	ACT Alliance
Mali	Gao, Kidal, Timbuktu	Conflict, drought	WASH (food security; health; protection).	375,517	Partners and operational	NMFA; DCA; CA; ACT; WFP; Danish Embassy; SIDA; NCA own funds
Middle East (Syria, Jordan, Lebanon, Palestine)	Various locations	Conflict/War	WASH and food	938,658	Mainly partners	MFA and NCA own funds
Myanmar	Various locations in Myanmar and Burmese refugee camp in Thailand	Post-election violence, flood, earthquake	Food and health	26,379	Partner	MFA
Pakistan	Punjab; AJK; Bannu; KP; Kohat; Nowshera; Rajanpur; Baluchistan; Sibi; Mirpur Khas; Tando Allah; YAR, Sindh; Peshawar	Floods; IDPs/conflict affected; WASH	WASH	538,209	Partners	ACT; NMFA; NCA own funds; CA; CoS; UNOCHA and different faith-based international organisations
Somalia	Gedo, Nugaal and Bandir	Drought, hunger and flood	Food security/ livelihood; security; WASH; shelter and education	257,629	Operational and partner	ACT; UNOCHA and NMFA
South Sudan	Eastern Equatoria, Warrap, Upper Nile, Central Equatoria, Jonglei, Western Bahr el Gazal and Abyei.	Conflict, flooding	WASH, food distribution, peace building/mediation efforts, distribution of NFIs	593,960	Partner and operational	UN Common Humanitarian Fund, MFA
Sudan/Darfur	South, Central and East Darfur States	Floods, tribal conflicts, fire cases, war, seasonal hazards	Emergency shelter materials and NFIs	2,300,600	Partners and operational	LCU, NCA and Spanish Caritas
OUTSIDE FOCUS COUNTRIES						
Philippines	Various locations	Typhoon	WASH, Shelter, NFIs, Food, Psychosocial support, Livelihood	57,466	Operational and partner-based	MFA, ACT, NCA own funds
Chad	East Chad/border with Darfur/Sudan	Unrest/conflict	WASH	20,000	UNCHR operation	MFA
Central African Republic	West CAR	Unrest/conflict	WASH	12,598	LWF	MFA
Japan	Fukushima area	Earthquake and tsunami	Food, NFIs and psychosocial support	15,000	ACT operational	NCA own funds
Libya/Tunisia	Conflict	Conflict	WASH	2,000	NCA operational	NCA and ACT
Liberia	Nimba county	Conflict	WASH, Food, NFIs, psychosocial support, shelter, livelihood/job creation	8,853	NCA operational	UNHCR, MFA, ACT
TOTAL				6,125,791		



Turning the Norwegian Minister of Finance into a teenage idol gave the necessary push for new transparency rules. From January 1, 2014 it will be easier to prevent tax fraud in developing countries.
Photo: Laurie MacGregor/Norwegian Church Aid

7. ADVOCACY FOR GLOBAL JUSTICE

NCA is committed to addressing the root causes of poverty and injustice. To this end it is necessary to influence the attitudes held and decisions made by the powerful and those who control resources on local, national and global levels. Some of the main results achieved from NCA's international advocacy work during the period 2011-2014 are attributed to policy outcomes related to economic and climate justice.

In addition to the roles NCA plays in promoting economic justice and climate justice, NCA has taken a lead role in the Norwegian debate on development and policy coherence for development, holding the government accountable for ensuring that Norwegian policy areas affecting the political, economic and social rights of the poor are consistent with achieving the goals of Norwegian development policies. Examples of areas affecting development goals are policies on tax, trade, climate change, and arms trade. NCA's efforts to ensure Norwegian policy coherence for development include presenting alternative ('shadow') reports complementing the government reports on the same issue, and organising "Development Conferences" in Norway in 2013 and 2014.

A key challenge with advocacy work is that success requires sustained and focused effort over often long periods of time, where political analysis and strategy, such as campaigning and mobilising people are essential to bring about change. From 2011-2014 NCA achieved some crucial political results in areas where the organisation had campaigned and lobbied over many years, such as the cancellation of illegitimate debt, tax justice and the adoption of the Arms Trade Treaty (ATT) at the UN General Assembly. NCA believes that during this strategic period we have similarly laid the groundwork for new policy changes in the years ahead.

Economic Justice: Country-by-country reporting

In 2011, NCA took a leading role in economic justice advocacy in Norway, focusing primarily on the development consequences of international tax evasion and secrecy in tax havens. This was reflected in NCA's frame agreement application to Norad, where achieving positive changes in Norwegian policies on tax justice and transparency on international capital flows were presented as NCA's key advocacy targets.

In 2011 and 2012, NCA's main political campaign focused on illicit capital flight and tax evasion. This campaign was based on the realisation that developing countries annually lose as much as ten times more to illicit capital flows than the combined global development assistance. Lack of tax justice drains poor countries for resources that otherwise could have been used to provide health services or education. The majority of illicit financial flows consist of tax dodging from multinational companies. NCA's demand was crystal clear: The implementation of a comprehensive country-by-country reporting accounting standard to prevent Norwegian companies from evading taxes in developing countries. NCA collected 38,000 signatures in support of this demand. With innovative use of media and lobby activities NCA encouraged the Norwegian Minister of Finance to address the issue. After almost two years of campaigning the minister finally made a commitment to implement.

Since January 2014 Norway has had legislation for country-by-country reporting in place for extractive industries and forestry sectors. This is a major achievement for NCA and other organisations working for transparency and against tax evasion. Through its advocacy work NCA firmly put the issue on the Norwegian political agenda, raised support and contributed to changing the policy and practice.

Economic Justice: Investing in developing countries

In 2013 and 2014, NCA's primary political focus was the Norwegian Pension Fund Global⁵⁹ (GPF), challenging the fund to invest more in developing countries in order to contribute to creating decent jobs. Through lobby, creative media work and a thorough report NCA was able to set the agenda and provide policy options at politically critical moments throughout the period⁶⁰.



Norwegian Church Aid and Changemaker demonstrate outside the headquarters of the Norwegian Government Pension Fund (Global), demanding that the fund invest more of its money in poor countries. Photo: Martin Berge/Norwegian Church Aid

Without NCA's contribution the issue probably would not have reached national headlines or international media.

2013 was the year running up to the last national elections in Norway and a crucial year for policy formation. NCA was therefore satisfied with the fact that several political parties included in their political programmes the issue of investing in development countries. The breakthrough came late 2013 when The Conservative Party and The Progress Party in the government declaration promised to establish a programme to invest in developing countries on a commercial basis. It was therefore an equally big disappointment when the government in May 2014 backtracked on their promise pointing to Norfund as the main source of such investments. NCA is still advocating for Norway to invest in developing countries either through the GPFG or in other ways. In the years to come, NCA will continue advocating for increased investments in ways that provide opportunities and decent work for the poor.

Peace and Security: The approval of the Arms Trade Treaty

On 2 April 2013, the UN General Assembly finally approved a global Arms Trade Treaty (ATT), which regulates the international trade in conventional arms. The treaty included an assessment criterion for gender-based violence, for which NCA had actively lobbied.

NCA had been committed to the project of ensuring a global, legally binding ATT since the initiative's beginnings. Over the four-year period covered in this report, NCA was heavily involved in the campaign for a strong and robust treaty, with activities aimed both at the Norwegian government and the international level through the Control Arms coalition⁶¹. At the Norwegian level, the focus was on ensuring Norwegian government commitment to the ATT, and on providing suggested texts for Norwegian statements and positions throughout the diplomatic process toward a finalised treaty. NCA collaborated with other Norwegian organisations through the umbrella organisation ForUM. NCA also worked closely together with ecumenical partners, particularly the Norwegian Christian Council and the Church of Norway Council on Ecumenical and International Relations, to ensure that the faith-based engagement for disarmament and peace was communicated clearly to decision-makers.

One priority for NCA and the ecumenical network was to advocate for the inclusion of a risk assessment criterion requiring states to deny an export license if the proposed arms transfer would be likely to contribute to gender-based violence. In collaboration with faith-based partners such as the World Council of Churches NCA particularly targeted states which argued against

the UN gender justice agenda, based on arguments deriving from religious or traditional points of view.

While the final ATT text, including the paragraph on gender-based violence, falls short of fulfilling all of NCA's expectations, NCA believes that its adoption is a significant step towards accountability in arms exports and a better situation for people living in contexts of armed violence. In 2014, NCA therefore continued to advocate towards the Norwegian Government and Parliament to ensure a satisfactory implementation of the treaty. Between 2013 and late 2014, the Norwegian government changed its position from arguing that no changes in the Norwegian arms export regulations were needed, to including provisions on gender-based violence in the guidelines. This was an important advocacy achievement for NCA and other Norwegian organisations. This change entails both a step towards a more coherent arms export control regime and gives a necessary signal effect at the global level. If Norway had not made these adjustments, it would have been much easier for other important arms exporting states to argue that no changes to their respective export control regimes were needed by referring to Norway.

Climate Justice: Recognition of a country's fair share and historic responsibility

In 2011, Norwegian civil society and politicians were still marked by a fatigue after the failed climate negotiations in Copenhagen (2009). NCA observed that Norwegian emissions were still rising, that the promised climate finance was not delivered and that partners in the Global South increasingly reported climate induced catastrophes and consequences. All this taken into account, NCA decided to strengthen its lobby and campaign work as the climate negotiations in Paris in December 2015 were approaching.

Climate change is happening right now and hits hardest those who have contributed the least to it. NCA's policies and advocacy work is based on the principles of climate justice, more concretely the countries' historic responsibility and economic capacity.

NCA has identified our specific role in the climate policy debate. NCA highlights those who have been affected by climate change, the so-called 'climate witnesses', by bringing their stories to the Norwegian media. Furthermore, NCA focuses on climate finance and mitigation of emissions in Norway. Internationally NCA works together with partners and the ACT Alliance to address issues of an equitable burden sharing between countries.

Even though progress related to climate justice is slow, NCA has reached some important milestones. In

a report launched by NCA in 2014, researchers calculated what Norway's fair share of the global climate effort should be⁶². The report sparked massive media debate and dominated the first day of 'Arendalsuka'⁶³. Several NGOs and political parties have later picked up the rationale presented in the report, referring to the principles of historic responsibility and economic capacity and used it as a basis for policies.

In the international climate negotiations, the Norwegian Minister of Climate and Environment has started addressing the need for a climate agreement which is ambitious and fair. The Norwegian Government has increased its support to the Adaptation Fund after NCA's campaigning in 2013, like it did with the Green Climate Fund in 2014. NCA has managed to curb the use of the claim that Norwegian petroleum production is necessary because of global poverty and established

the principles of historic responsibility and capacity when calculating a country's fair share of the climate effort.

Countries were asked to submit their indicative climate goals to the UN Framework Convention on Climate Change (UNFCCC) by the end of March 2015. NCA gave inputs to the political leadership in the Norwegian Department of Climate and Environment. There were traces of NCA's lobby efforts in the Norwegian official document, especially concerning the issues of historic responsibility and economic capacity.

NCA has also helped build and contributed with climate expertise to an interfaith coalition consisting of Christians, Muslims, Jews and Sikhs in Norway. NCA believes this interfaith coalition is a valuable contribution to the climate debate in Norway. NCA also engages in interfaith coordination through the ACT Alliance and the World Council of Churches.



Of course we can change the world!

NCA's youth organisation, Changemaker, is Norway's largest youth organisation focusing on development issues. The organisation aims to erase the root causes of global injustice. By offering youth concrete options for action, Changemaker engages youth in the struggle for a just world with the slogan "Of course we can change the world!". Changemaker is known to be a creative, capable and progressive political actor in Norway. The organisation's strength is to communicate complicated political issues in an understandable and creative way. In recent years, Changemaker has had marked influence on political issues like illegitimate debt and responsible finance; climate justice; the Norwegian weapon export and the development of the Arms Trade Treaty.

In 2012, Changemaker launched the campaign "Ethical oil fund".⁶⁴ The campaign pointed to the fact that the Norwegian people's pension is invested in companies that violate human rights. The political goals of the campaign were to secure more resources and decision-making power to the fund's Council of Ethics, responsible for surveilling companies in the portfolio suspected of breaking the ethical guidelines of the fund. The campaign successfully put the ethical issues of the fund's investments on the political and the public agenda in Norway. The Ministry of Finance responded to the campaign by placing a temporary expert council tasked with suggesting ways in which the fund should be organised in the future. The expert council recommended to close down the operations of the Council of Ethics. Changemaker, on their hand, appealed for the strengthening of the Council of Ethics and managed to spark a media debate.⁶⁵ As a result of these efforts, the Council of Ethics still exists and the debate over enhanced funding for the Council is again an important political topic.



Photo: Changemaker

⁵⁹ The Government Pension Fund Global (formerly 'The Government Petroleum Fund') is the official name of what is popularly referred to as the 'Oil Fund'. It is a fund into which the surplus wealth produced by Norwegian petroleum income is deposited and invested in various assets globally. The current value is around NOK 7,000 billion.

⁶⁰ NCA's campaign for the Norwegian Oil Fund to invest more in poor countries was broadly covered in national and international media. The report published by NCA was referred to by among others Bloomberg, Reuters, Financial Times and The Economist.

⁶¹ A global coalition of over 100 organisations and networks led by Amnesty International, Oxfam and IANSA.

⁶² <https://www.kirkensnødhjelp.no/om-oss/aktuelt/ny-rapport-norges-klimaansvar-er-storre/>

⁶³ Arendalsuka is an annual forum in Arendal, Norway, where national delegates in politics, society and industry meet each other and the public, to debate and develop policies for the present and future.

⁶⁴ <http://changemaker.no/changemaker-lanserer-rapport-om-etikken-i-oljefondet>

⁶⁵ <http://www.aftenposten.no/okonomi/Stortinget-beholder-Oljefondets-etikkraad-7577794.html>

8. LESSONS LEARNED

8.1 ORGANISATIONAL LEARNING

One of the most important factors for achieving impact is the ability to learn – both from others and from own successes and failures. Throughout the current strategic period NCA has continued to reflect on own practice. Most of this reflection is triggered by input from various stakeholders, shifts in trends in the international development regime and close dialogue with partners and back donors. This reflection constitutes a major part of the organisational learning and has led to various strategic decisions in NCA recently.

One main reflection is the need for NCA to continue concentrating its efforts both geographically and thematically in order to develop more holistic programming, scale up activities and have a larger impact on the societies we aim to change for the better.

A second reflection is the need to better document the inputs and outcomes from strengthening NCA's core civil society partners, mainly faith-based actors. Most of these have a huge potential to enhance their role as change agents in their societies, but this will require NCA to better play its role as accompanier, challenger and facilitator. This is the core of NCA's added value. It

comes at a cost that needs to be better analysed, but NCA is convinced that it potentially has great impact.

A third reflection is the need to work more systematically on building the capacity of faith-based partners. This report documents well the potential these structures and organisations have as change agents, but NCA believes there still is a huge untapped potential.

These reflections have all impacted on NCA's new Global Strategy (from 2016) and led to a series of strategic decisions aimed at positioning the organisation for even greater results in the next strategic period.



Children in Darfur.
Photo: Annie Bungeroth/Norwegian Church Aid

8.2 GLOBAL PROGRAMME EXPERIENCES

Four years after the introduction of the global programmes, it is time for NCA to take stock of its experiences so far with the concept to prepare for future programming. An internal review carried out in 2014 revealed that a majority of the respondents saw clear benefits from having global programmes and expressed that they wanted to keep the concept. The global programmes were seen to increase programme quality and improve accountability and partner relations. Most respondents felt that the global programmes had helped NCA to become more focused and that there was an increased sense of belonging to a global team. The global programmes have also contributed to improve NCA's tracking and communication of results. Among the challenges identified was a felt lack of flexibility - as all NCA's international work has to be defined within the matrix of the 12 global programmes - and more bureaucracy related to reporting. There is a sense within the organisation that we want to keep the global programme system, but that there should be fewer programmes with more flexibility to adapt to local context.

NCA recognises that the concept of global programmes is to some extent contradictory to a focus on documenting country level impact, as the global programme set-up focuses on what NCA can achieve as a common denominator (global outcomes) across all countries where we work, rather than on country level impact as such. From 2016, the global programme concept will be carried forward, but slightly adjusted in order to better capture country level impact. There will also be fewer global programmes than the current 12, and only programmes with a clear potential for upscaling of NCA's work - including upscaling our work with and through religious actors - will be carried forward.

Another series of lessons learned is related to the global programmes' corresponding set of global outcomes and indicators. Each global programme

contains a "menu" of global outcomes and one global indicator - a so-called Selected Output Indicator (SOI). Each NCA country programme was asked to select global outcomes from the relevant menus for each global programme and develop their country level programmes within the frame of these global outcomes. As for the SOIs, these were mainly a statistic measuring the number of rights-holders involved in or benefitting from a specific activity and were meant to give an indication of some selected quantitative data at output level within each global programme (e.g. the number of households with access to renewable energy). The SOIs were not meant to be comprehensive. In addition, each country programme selected context-based outcome indicators. This represented a significant change in the way NCA plans and tracks results, and it was believed that it would lead to an increased attention to the importance of working towards wider impact.

Among the benefits from working with SOIs is that it has contributed to creating more awareness within the organisation of the importance of developing good indicators as a means of tracking and reporting on results. NCA also believes that the SOIs are a good tool for communicating some aspects of our work to donors and that they have contributed to making our annual Global Report more interesting. On the other side, the SOI experience has taught NCA a great deal about challenges linked to systematic data collection, storage and analysis. NCA will carry forward some form of global key statistics à la SOI, but will provide clearer definitions and more explicit guidelines as to what is to be counted and not. Emphasis will be given to develop more systematic data collection, monitoring and storage systems and provide adequate training to staff.

See Annex for an overview of the SOIs per global programme.

8.3 LEARNING FROM EVALUATIONS

Another important source of internal reflection and learning is evaluation practice. Between 2011 and 2014, NCA conducted 75 evaluations of different sorts⁶⁶ in 22 countries, as well as one regional and one global evaluation.

In an effort to enhance the quality, usefulness and accessibility of evaluations, NCA developed an evaluation policy for its international programmes, which was adopted and rolled out in 2014. This policy formalised a series of measures, such as establishing steering groups, using a standard terms of reference when undertaking the evaluation, and requiring the provision of a management response to evaluations. The evaluation policy stresses the importance of annually analysing all NCA evaluations by applying a set of criteria ranked from 1 (poor) to 5 (excellent) used to score and make qualitative judgments - a fruitful learning exercise carried out for the 2013 and 2014 evaluations.

While the evaluation policy was not fully implemented in 2014 (less than half of the evaluations applied it) the quality of those that did was considerably higher when it was followed. For example, evaluations guided by a steering group ranked noticeably higher than those without one. Moreover, evaluations with steering groups score higher in all categories (i.e. quality of terms of reference; methodology; contextual analysis; evaluation criteria; cross-cutting issues; and findings and recommendations).

The positive impact that this policy has had on organisational learning is also reflected in a more systematic application of NCA's management response to the evaluation's findings and recommendations. From 2011-2013, around 40% of all country offices responded to the evaluations. In 2014, this increased to 77%.

NCA country offices made a concerted effort to move from lessons learned to lessons implemented by transforming findings and recommendations into concrete changes. Some of these lessons have enriched programme design, implementation and monitoring. Other lessons have resulted in the enhancement or revision of partnership approaches; encouraged increased community ownership of programme interventions and collaboration with duty-bearers, or enabled improved analysis of programme impact. Country office management teams have for the most part relied on evaluation findings for strategic and management decisions during programme implementation, for example when restructuring programmes.

Although there have been many improvements on how NCA conducts and learns from its evaluations during this strategic period, more will be done in the future to bolster institutional learning and evidence-based programming. This includes facilitating the full implementation of the evaluation policy and enhancing NCA's culture of learning, including the promoting horizontal knowledge sharing across the organisation.

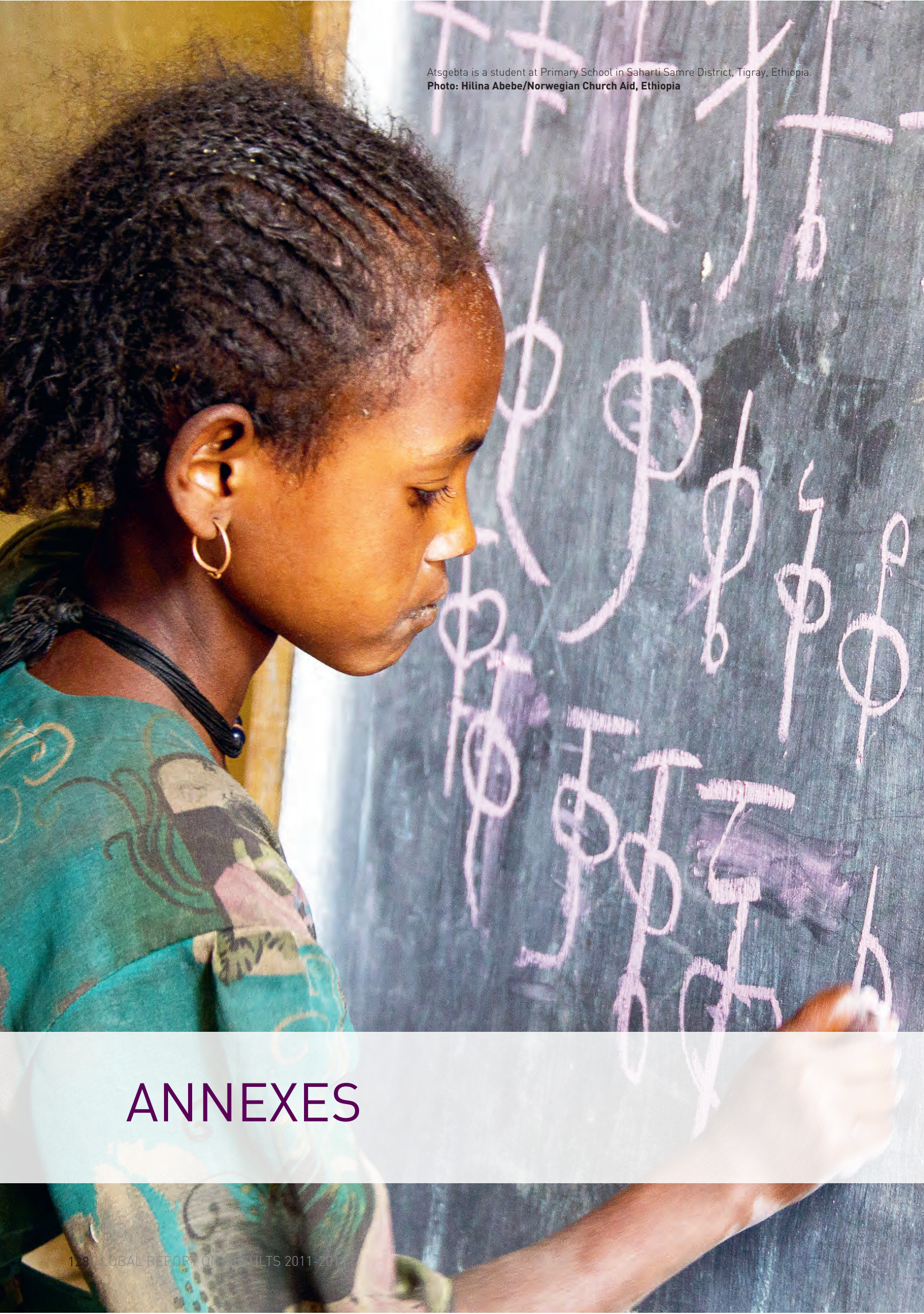
DRC: PUTTING LEARNING INTO ACTION

In 2012, Norad conducted a mid-term review of its programme to reduce GBV and provide support to GBV survivors and vulnerable populations in DRC (see NCA Global Report 2012). This review provided useful on programme implementation methodologies and synergies (i.e. the REFLECT method), partners and results frameworks, among others. As a follow up to the management response to this evaluation NCA redefined its partner portfolio and revised its approach for working with partners in DRC. Following a programmatic and financial assessment, NCA reduced the number of partners from 22 to 11. Partners have greatly appreciated the process of developing a Memorandum of Understanding with NCA as a tool for mutual accountability, and this has set the foundation for a more equitable partnership. A baseline study for the new GBV programme in DRC (2015-2017) was conducted in 2014. In order to strengthen synergies between programmes (i.e. WASH activities integrated with activities to reduce GBV), activities have been concentrated geographically and effective programme methods have been scaled up.



Survivors of rape get medical care, empowerment and learning skills at Dorcas House, DRC.
Photo: Kristin Morseth/Norwegian Church Aid

⁶⁶ evaluations ranging from project evaluations to partner and country programme evaluations.



Atsgebta is a student at Primary School in Saharti Samre District, Tigray, Ethiopia.
Photo: Hilina Abebe/Norwegian Church Aid, Ethiopia

ANNEXES

SELECTED OUTPUT INDICATORS (SOI) 2011-2014

Selected Output Indicators (SOI) are global statistics measuring the number of rights-holders involved in or benefitting from a specific activity within a global programme. The SOIs aim at giving an indication of some selected quantitative data at output level within each global programme. They are used to provide a snapshot on achievements globally, but do not provide the total picture. Collection of gender disaggregated data is a priority in all NCA projects and programmes. However, we have not managed to provide data per gender for all the countries that have reported on the twelve SOIs from 2011 to 2014.

THE RIGHT TO PEACE AND SECURITY

NCA country programmes with Women, Peace and Security programme	SOI: No. of women and girls who have accessed protection against gender based violence and been supported in humanitarian and conflict situations		
	Female	Male	Total
Burundi	1,364	N/A	1,375
DR Congo	5,844	N/A	5,844
Palestine	1,330	N/A	1,330
Somalia	13,436	N/A	16,707
Afghanistan	4,728	N/A	7,562
TOTAL	26,702	N/A	32,818

NCA country programmes with Community Violence and Small Arms Control programme	SOI: No. of rights-holders involved in NCA interventions to reduce the level of community violence		
	Female	Male	Total
Burundi	11,151	11,546	22,697
Haiti	8,904	11,151	20,055
DRC	565	660	1,225
Mali	1,091	1,451	2,542
South Sudan	57	290	721
Afghanistan	17	716	733
Brazil *	N/A	N/A	5,655
TOTAL	21,785	25,814	53,628

* Phased out.

NCA country programmes with Faith Communities and Peacebuilding programme	SOI: No. of female representatives involved in peacebuilding initiatives supported by NCA		
	Female	Male	Total
Afghanistan	1,515	N/A	1,515
DR Congo	962	N/A	962
Haiti	21	N/A	21
Kenya	11,329	N/A	11,329
Myanmar	495	N/A	495
Pakistan	4,103	N/A	4,103
Somalia	2,227	N/A	2,227
Palestine	3,073	N/A	3,073
South Sudan	N/A	N/A	185
TOTAL	23,725	N/A	23,910

GENDER JUSTICE

NCA country programmes with Gender-based violence programme	SOI: No. of rights-holders with knowledge about their right to a life free from gender-based violence		
	Female	Male	Total
Angola	3,931	2,385	13,455
DRC	14,161	13,193	27,354
Ethiopia	124,078	39,953	164,031
Guatemala	2,412	42	2,454
Haiti	5,298	1,502	6,800
Kenya	21,701	7,426	29,127
Laos	18,021	16,872	34,893
Mali	791,543	812,214	1,603,757
Malawi	159,264	129,785	289,049
Myanmar	6,192	8,693	20,944
Pakistan	1,088,348	117,084	1,205,432
Sudan	9,399	4,941	14,340
Tanzania	65,739	32,012	97,751
Somalia	395,500	200,000	595,500
Vietnam	9,395	6,676	16,071
TOTAL	2,714,982	1,392,778	4,120,958

NCA country programmes with Women in Governance programme	SOI: No. of women and girls who have accessed protection against gender-based violence and been supported in humanitarian and conflict situations		
	Female	Male	Total
Guatemala	808	N/A	808
Kenya	7,845	N/A	7,845
Mali	3,030	N/A	3,030
South Sudan *	220	N/A	220
Zambia	2,570	N/A	2,570
TOTAL	14,253	N/A	14,473

* Limited funding and security issues affected implementation

GLOBAL REPORT ON RESULTS 2011

ECONOMIC JUSTICE

NCA country programmes with Livelihood and Trade programme	SOI: No. of rights-holders organised to actively improve own livelihood		
	Female	Male	Total
Afghanistan	37,511	58,708	96,219
Brazil	N/A	N/A	3,223
Kenya	7,540	36,674	44,214
Laos	4,083	3,846	7,929
Palestine	3,047	2,633	5,680
Myanmar	N/A	N/A	38,491
Sudan	25,610	17,796	43,406
Tanzania	75,776	17,082	92,858
Somalia *	36,857	57,504	94,361
Southern Africa	N/A	N/A	1,052
Zambia	40,501	29,240	69,741
Ethiopia **	3,537	4,551	8,088
Mali ***	5,425	6,225	11,650
TOTAL	239,887	234,259	516,912

* Limited funding and security issues affected implementation

** Phased out in 2012

*** Phased out in 2012

NCA country programmes with Resources and Finance programme	SOI: No. of rights-holders involved in budget monitoring and tracking of public expenditures		
	Female	Male	Total
Angola	70	85	155
Brazil	465	329	794
Malawi	0	80	80
Tanzania	920	1,192	2,112
Zambia	551	567	1,160
Southern Africa	N/A	N/A	N/A
Myanmar	N/A	N/A	N/A
Guatemala	N/A	N/A	N/A
TOTAL	2,006	2,253	4,301

CLIMATE JUSTICE

NCA country programmes with Climate Change Mitigation programme	SOI: No. of rights-holders with access to sustainable energy solutions		
	Female	Male	Total
Afghanistan	14,176	17,367	31,543
Brazil	N/A	N/A	1,065
Guatemala	5,674	2,806	8,480
Kenya	57,160	50,301	107,461
Laos	928	1,181	2,109
Tanzania	29,932	16,323	46,255
Vietnam	6,235	5,703	11,938
TOTAL	114,105	93 681	208,851

NCA country programmes with Climate Change Adaptation programme	SOI: No. of rights-holders whose vulnerability is reduced by climate change adaptation measures		
	Female	Male	Total
Brazil	N/A	N/A	25,855
Ethiopia	24,027	22,400	46,427
Guatemala	6,392	3,003	9,395
Haiti	733	932	1,665
Kenya	26,220	25,739	51,959
Laos	3,126	3,168	6,294
Mali	18,351	30,494	48,845
Vietnam	5,563	7,268	12,831
Zambia	7,919	7,373	31,438
Angola	3,639	2,947	29,372
Malawi *	43,670	44,062	87,732
TOTAL	139,640	147,386	351,813

THE RIGHT TO WATER AND HEALTH

NCA country programmes with Social Mitigation of HIV and AIDS programme	SOI: No. of rights-holders affected by HIV and AIDS who receive care and support through NCA/partners' programme		
	Female	Male	Total
Angola	1,719	290	6,185
Ethiopia	1,040	1,066	2,106
Laos	698	711	1,717
Malawi	3,800	N/A	3,800
Vietnam	6,359	8,430	14,789
Zambia	1,602	1,684	3,286
Sudan	3,000	14,918	17,918
TOTAL	18,218	27,099	49,801

NCA country programmes with Access to Quality Health Care programme	SOI: No. of rights-holders receiving health services		
	Female	Male	Total
Malawi	39,156	27,182	66,338
Myanmar	36,752	70,731	168,007
Palestine	272,375	97,923	370,298
South Sudan	128,120	77,513	205,633
Sudan	981,202	584,700	1,565,902
Vietnam	2,282	4,009	6,291
Zambia	7,321	1,946	12,292
TOTAL	1,467,208	864,004	2,394,761

NCA country programmes with Water, Sanitation and Hygiene (WASH) programme	SOI: No. of rights-holders who have access to basic water supply service level		
	Female	Male	Total
Afghanistan	27,316	34,123	61,439
Angola	17,639	15,045	59,276
Burundi	70,349	67,589	137,938
DR Congo	69,530	46,354	115,884
Ethiopia	141,073	135,541	276,614
Haiti	47,017	46,699	93,716
Pakistan	344,120	319,372	663,492
South Sudan	128,069	104,926	232,995
Sudan	307,498	256,952	564,450
Somalia	286,611	272,589	559,200
TOTAL	1,456,004	1,315,971	2,765,004

EVALUATIONS AND REVIEWS CARRIED OUT IN 2014

COUNTRY	TITLE	INTERNAL / EXTERNAL
COUNTRY PROGRAMME EVALUATION		
Burundi	Mid-term review	External
THEMATIC PROGRAMME EVALUATION		
Ethiopia	HIV and AIDS	External
Somalia	Water, sanitation and hygiene	External
Sudan	Water, sanitation and hygiene - Darfur	External
Tanzania	Resource and Finance	External
Thailand	HIV and AIDS	External
Vietnam	Climate Change	External
PROJECT EVALUATION		
Afghanistan	Mobilising Religious Actors for Peace	External
Sudan	Solar Technology	External
Myanmar	Breaking the Silence	External
PARTNER EVALUATION		
Guatemala	CODEFEM	External
Middle East	Rabbis for Human Rights	External
OTHER ASSESSMENTS		
Afghanistan	Study on NCA Afghanistan's partnership approach	External
Guatemala	Systematisation of two experiences in the production of clean energy	
Laos	Empowerment of Ethnic Minority Children through Education Project.	Internal
Mali	Review of Emergency Food, Health and Social Service Support to Conflict and Drought Affected Families in Northern Mali	Internal
Malawi	Assessment of Radio Communication in Selected CHAM Health Facilities	External
Malawi	Legal Framework Analysis for the Electoral Environment in Malawi	External
Sudan	Case study linking WASH to Livelihood interventions	Internal
Sudan	Mid-term review of NCA's Programme Interventions [Excluding Darfur] 2013-2015	Internal

FINANCIAL SUMMARY 2014

NCA prepares consolidated financial statements covering all our activities at head office and abroad. The purpose is to give an overview of the organisation as a whole, with an overall description of financial performance and position.

The total incoming resources in 2014 amounted to NOK 1,116 million; 45% higher than in 2013 mainly due to NOK 253 million from the NRK Telethon 2014. In line with the applicable accounting standards, donations are recognised as income in the fiscal year they are received, even though the funds might be spent over a longer period. The annual results show a positive net income (total incoming resources minus total resources expended) of NOK 220 million. Related to this the unrestricted funds were strengthened by NOK 16 million to NOK 147 million.

INCOMING RESOURCES

Grants from Norwegian Government Agencies
Income from Norad and the Norwegian Ministry of Foreign Affairs amounted in 2014 to NOK 543 million. This is NOK 113 million higher than in 2013 and NOK 66 million higher than budgeted. In addition NCA received administrative support amounting to NOK 37 million. Several large grants were received towards the end of 2014, but these are only recognised as income to the extent that costs are incurred, in line with the applicable accounting standards.

Grants from Global Agencies and Organisations
During 2014, NCA received NOK 124 million from UN Agencies, ACT Alliance, ACT sister organisations and other organisations. This is NOK 21 million less than in 2013, mainly due to the decline in ACT funding for the Darfur operations. On the other hand, several of the country programmes have seen an increase of funding from ACT sister organisations.

Donations from the Norwegian Broadcasting Cooperation (NRK) Telethon 2014
The 2014 Telethon resulted in NOK 253 million fundraised for NCA's WASH programme. The funds will be spent over a five-year period.

Other donations
Donations received in Norway excluding the NRK Telethon amounted to NOK 153 million. These came from individual donors (58%), congregations and other Christian communities (33%) and private sector, schools and other organisations (9%).

RESOURCES EXPENDED

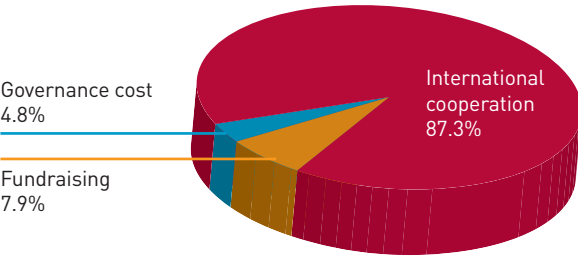
Total resources expended in 2014 amounts to NOK 896 million, compared to NOK 771 million in 2013.

Costs of generating donations
This year's fundraising costs amounted to NOK 36.6 million, compared to NOK 30.7 million in 2013. In addition, costs related to the Telethon amounted to NOK 33.9 million.

International Cooperation
In 2014, NCA spent NOK 782 million on international programmes, in line with the organisation's purpose and mission. This is an increase from NOK 691 million in 2013, with Sudan, Syria, Angola and Afghanistan showing the strongest growth.

Governance Costs
Governance costs at head office amounted in 2014 to NOK 43 million; NOK 6 million less than for 2013. The ratio of governance costs to total resources expended has decreased to 4.8%, from 6.4% the previous year.

HOW WE SPENT THE FUNDS 2014



STATEMENT OF FINANCIAL ACTIVITIES 2014

2014 Exchange rate USD (weighted average rate applied): 6.1874
2013 Exchange rate USD (weighted average rate applied): 5.8768

(NOK and USD '000)

	2014 NOK	2014 USD	2013 NOK	2013 USD
INCOMING RESOURCES				
Institutional grants				
Norad - The Norwegian Agency for Development Cooperation	287,946	46,537	254,886	43,371
MFA - The Norwegian Ministry of Foreign Affairs	246,568	39,850	161,109	27,414
Other Government Agencies	8,826	1,426	14,688	2,499
Administrative support from Government Agencies	37,188	6,010	29,031	4,940
Subtotal Norwegian Government Agencies	580,528	93,824	459,714	78,225
UN - United Nation Agencies	25,411	4,107	26,578	4,523
ACT Alliance and other ACT sister organisations	39,471	6,379	45,545	7,750
Other organisations	57,270	9,256	69,985	11,909
Administrative support from UN, ACT and other organisations	1,474	238	2,525	430
Subtotal UN, ACT and other organisations	123,626	19,980	144,634	24,611
Total institutional grants	704,154	113,804	604,348	102,836
Donations				
Unrestricted donations	132,495	21,414	118,815	20,218
Restricted donations	8,111	1,311	18,669	3,177
Donations from Telethon 2014	253,005	40,890	0	0
Testamentary donations and legacies	12,655	2,045	13,410	2,282
Total donations	406,267	65,660	150,894	25,676
Investment income	5,358	866	13,487	2,295
Other incoming resources	373	60	766	130
TOTAL INCOMING RESOURCES	1,116,152	180,390	769,495	130,938
RESOURCES EXPENDED				
Costs of Generating Other Donations	36,625	5,919	30,701	5,224
Costs of Generating Donations from Telethon	33,932	5,484	0	0
Long-term development cooperation	520,021	84,045	461,738	78,570
Humanitarian assistance	193,629	31,294	159,794	27,191
Advocacy for global justice	68,633	11,092	69,138	11,765
Total International Cooperation	782,283	126,431	690,671	117,525
Governance Costs	43,373	7,010	49,132	8,360
TOTAL RESOURCES EXPENDED	896,214	144,844	770,504	131,109
NET INCOME (EXPENDITURE) FOR THE YEAR	219,938	35,546	(1,009)	(172)
NET INCOME (EXPENDITURE) FOR THE YEAR EXCL. TELETHON	865	140	(1,009)	(172)
Net movement in Funds				
Transfer to (from) unrestricted funds	18,647	3,014	3,795	646
Transfer to (from) funds with internally imposed restrictions	(2,371)	(383)	427	73
Transfer to (from) funds with externally imposed restrictions	203,662	32,915	(5,232)	(890)
Total net movement in Funds	219,938	35,546	(1,009)	(172)
TOTAL NET MOVEMENT IN FUNDS	219,938	35,546	(1,009)	(172)

BALANCE SHEET AS PER 31 DECEMBER 2014

Exchange rate 31 Dec 2014: 7.4362
Exchange rate 31 Dec 2013: 6.0837

(NOK and USD '000)

	31.12.14 NOK	31.12.14 USD	31.12.13 NOK	31.12.13 USD
ASSETS				
Tangible Fixed Assets	54,830	7,373	57,576	9,464
Subtotal Fixed Assets	54,830	7,373	57,576	9,464
Stocks	2,716	365	1,522	250
Debtors	301,675	40,568	94,820	15,586
Investments	71,040	9,553	101,753	16,725
Cash at bank and in hand	252,914	34,011	171,538	28,196
Subtotal Current Assets	628,345	84,497	369,633	60,758
TOTAL ASSETS	683,175	91,871	427,209	70,222
FUNDS AND LIABILITIES				
FUNDS				
Unrestricted funds	135,766	18,257	117,119	19,251
Funds with internally imposed restrictions	10,998	1,479	13,369	2,197
Funds with externally imposed restrictions	243,860	32,793	40,198	6,607
TOTAL FUNDS	390,623	52,529	170,685	28,056
LIABILITIES				
Accruals for pension liabilities	26,180	3,521	20,297	3,336
Bank loan	23,100	3,106	25,200	4,142
Total long-term liabilities	49,280	6,627	45,497	7,479
Project balances, advances from donor	171,085	23,007	152,042	24,992
Other short-term liabilities	72,187	9,707	58,984	9,695
Total short-term liabilities	243,272	32,714	211,026	34,687
TOTAL LIABILITIES	292,552	39,341	256,524	42,166
TOTAL FUNDS AND LIABILITIES	683,175	91,871	427,209	70,222



To the Supervisory Board of Norwegian Church Aid

Independent auditor’s report

Report on the Statement of financial activities

We have audited the accompanying financial statements of Norwegian Church Aid, which comprise the balance sheet as at 31 December 2014, and the statement of financial activities, showing a net income of kr 219 938 000 and cash flow statement, for the year then ended, and a summary of significant accounting policies and other explanatory information.

The Board of Directors and the Secretary General’s Responsibility for the Statements of Financial Activities

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

Auditor’s Responsibility

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

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

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

Opinion

In our opinion, the financial statements are prepared in accordance with the law and regulations and give a true and fair view of the financial position of Norwegian Church Aid as at 31 December 2014, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

PricewaterhouseCoopers AS, Postboks 748 Sentrum, NO-0106 Oslo
T: 02316, org. no.: 987 009 713 MVA, www.pwc.no
Statsautoriserte revisorer, medlemmer av Den norske Revisorforening og autorisert regnskapsførerselskap



Report on Other Legal and Regulatory Requirements

Opinion on the Board of Directors’ report

Based on our audit of the financial statements as described above, it is our opinion that the information presented in the Board of Directors report concerning the financial statements, the going concern assumption and the proposal for the allocation of the net income is consistent with the financial statements and complies with the law and regulations.

Opinion on Registration and Documentation

Based on our audit of the financial statements as described above, and control procedures we have considered necessary in accordance with the International Standard on Assurance Engagements ISAE 3000 “Assurance Engagements Other than Audits or Reviews of Historical Financial Information”, it is our opinion that management has fulfilled its duty to produce a proper and clearly set out registration and documentation of the company’s accounting information in accordance with the law and bookkeeping standards and practices generally accepted in Norway.

Oslo, 27 April 2015
PricewaterhouseCoopers AS

Partner
State Authorised Public Accountant (Norway)

TOTAL EXPENDITURE FOR COUNTRIES AND PROGRAMMES 2014

TOTAL NOK GLOBAL PROGRAMME

COUNTRY	Access to quality health care	Climate Change Adaptation	Climate Change Mitigation	Community Violence & Small Arms	Core expenditure	Emergency other	Faith Communities and Peace Building	Gender-Based Violence
Afghanistan	900,000		11,561,903	6,264,414		307,214		190,309
Angola		1,216,792						1,201,042
Armenia								
Brazil		565,960	2,047,205	592,119	-814			
Burundi				5,443,029				-1,585
Cuba		28,569						217,032
DRC	101,949			5,659,726				7,211,221
Dominican Republic			250,000	75,282				575,282
Eritrea							195,000	
Ethiopia		682,352					-33,478	4,730,009
Global	75,796	370,525	1,365,721	210,907	31,769,051	5,649,324	1,083,361	1,100,534
Guatemala		1,773,042	84,984			241,000		999,258
Haiti			1,995,159	7,143,245		151,128	367,855	1,492,344
India	1,174,131				12,361		1,078,192	
Iraq								
Kenya		1,038,945	1,506,161				86,758	915,921
Laos		831,104	618,381					1,452,513
Liberia								
Malawi	30,037,384	-7,185				-3,034	-123,793	1,554,448
Mali	528,377	5,025,861	748,820	5,018,682		9,349,474	425,936	4,517,988
Myanmar	833,694				517,474	5,029,591	215,000	1,380,922
Norway			437,403		20,933,559			
Pakistan	268,850					535,808	4,845,574	31,653
Palestine	8,869,748					1,574,563	5,081,494	
Philippines						1,980,488		
Regional Eastern Africa							672,000	243 332
Regional Europe					-3,634			
Regional Latin America		262,997		210,903			425,551	270,967
Regional Middle East						150,000	2,587,500	
Regional South East Asia								
Regional Southern Africa		3,524,928	697,077					1,617,216
Regional West and Central Africa								
Romania								
Russia								257,000
Somalia						7,522,360	567,560	4,845,096
South Sudan	5,742,054			15,449,349		13,097,093	523,606	364,099
Sudan Khartoum	3,512,948							291,362
Sudan Nyala (Darfur)	10,550,853					2,979,830	474,366	124,047
Syria						2,286,222	4,107,000	
Tanzania		995,345	1,678,520				815,590	1,671,989
Thailand								
Vietnam	1,385,159	1,465,881	2,003,217		422,397			
Western Sahara	3,459,493							
Zambia	2,696,207	1,102,718	33,623		277,423			
GRAND TOTAL	71,989,048	18,877,834	25,028,174	40,278,885	53 927,817	48,767,102	23,395,073	37,253,999

Livelihood & Trade	Other	Resources & Finance	Social Mitigation of HIV and AIDS	Strengthening Civil Society	Water, Sanitation and Hygiene	Women in Governance	Women, Peace & Security	Grand Total
10,702,819			360,000	11,933,130	5,635,885		4,855,849	52,711,522
	787,000	3,474,098	1,794,479	19,007,083	3,318,521	771,137		31,570,154
450,000				99,971				549,971
2,795,516		871,688		3,436,030		133,461		10,441,165
				2,909,174	982,807		4,561,562	13,894,987
				379,688	26,250		26,250	677,789
35,065				2,123,113	9,884,607		8,821,267	33,836,948
				1,041,899				1,942,463
176,130			176,130		-76,303			470,957
1,617,052			808,455	4,864,389	6,948,503	83,750		19,701,032
895,950	3,553,953	693,636	981,067	6,751,638	11,292,481	1,753,897	899,183	68,447,025
220,097	77,626	2,333,067		984,977	25,000	1,127,233		7,866,284
				12,196,564	2,867,052			26,213,348
2,280,123					15,774			4,560,581
					1,002,577			1,002,577
486,663				7,627,678		461,880		12,124,006
1,816,362			1,005,829	3,571,138				9,295,328
					-103,403			-103,403
		3,758,289	4,444,581	6,997,143				46,657,832
759,909				7,115,567		4,140,004		37,630,468
5,277,423		893,646	250,000	2,975,448	200,000			17,573,198
999,032	180,530	441,285		3,455,300			-130,810	26,316,299
				3,203,356	13,314,369		549,916	22,749,526
1,769,731				7,132,824	607,269	110,000		25,145,630
					8,914,257			10,894,744
295,628				981,107				2,192,068
				62,174				58,540
	239,547	262,997		2,814,172			212,776	4,699,910
				2,107,224	5,258,942			10,103,666
				2,591,219				2,591,219
825,799		6,531,700		12,084,694		836,316		26,117,729
					1,092,504			1,092,504
222,400	166,800			166,800				556,000
			93,000					350,000
4,250,799	147,173			5,315,438	10,248,068	72,031	3,429,377	36,397,902
549,068	631,874			6,956,155	16,984,486	3,704,813		64,002,595
				2,841,297	3,598,913		1,663,913	11,908,432
2,097,728			743,119	2,220,874	21,527,942		3,121,883	43,840,643
				6,407,570	18,645,063		404,611	31,850,466
5,512,613	27,769	6,294,527	306,474	3,678,221		92,796		21,073,844
			2,109,616	731,567				2,841,183
			1,065,217	2,503,209				8,845,081
				1,482,640				4,942,133
3,520,554	197,656	5,247,558	1,173,239	9,510,688		2,873,054	15,988	26,648,708
47,556,461	6,009,928	30,802,490	15,311,207	179,523,193	135,727,992	12,455,559	35,378,289	782,283,052

TOTAL EXPENDITURE 2011-2014

Total expenses related to the organisation's purpose					
	2011	2012	2013	2014	TOTAL
Angola	18,440,105	18,237,000	17,307,155	31,570,154	85,554,414
Burundi	5,064,108	7,745,000	9,407,824	13,894,987	36,111,919
DRC	22,078,688	17,758,000	21,540,729	33,836,948	95,214,365
Eritrea	13,428,929	3,329,000	250,000	470,957	17,478,886
Ethiopia	28,712,966	21,994,000	24,908,851	19,701,032	95,316,849
Kenya	27,753,366	13,826,000	10,555,111	12,124,006	64,258,483
Liberia	81,802	6,640,000	15,678	-103,403	6,634,077
Malawi	25,972,918	15,844,000	33,831,293	46,657,832	122,306,043
Mali	25,958,800	42,234,000	47,523,865	37,630,468	153,347,133
Mauritania	3,049,201	2,980,000	977,954	0	7,007,155
Regional Eastern Africa	937,350	2,120,000	2,640,299	2,192,068	7,889,717
Regional Southern Africa	17,962,584	18,615,000	18,970,815	26,117,729	81,666,128
Regional West and Central Africa	0	0	0	1,092,504	1,092,504
Rwanda	6,417,094	1,862,000	0	0	8,279,094
Somalia	61,512,833	43,543,000	33,524,778	36,397,902	174,978,513
South Sudan	37,588,747	32,769,000	34,868,553	64,002,595	169,228,895
Sudan	76,692,957	58,836,000	64,818,239	55,749,075	256,096,271
Tanzania	21,671,507	19,589,000	22,192,650	21,073,844	84,527,001
Western Sahara	3,392,165	3,121,000	3,832,219	4,942,133	15,287,517
Zambia	24,056,353	23,641,000	25,853,441	26,648,708	100,199,502
TOTAL AFRICA	420,772,473	354,683,000	373,019,454	433,999,539	1,582,474,466
Afghanistan	45,888,370	49,509,000	40,461,610	52,711,522	188,570,502
Bangladesh	5,047,939	1,149,000	205,302	0	6,402,241
Myanmar	12,038,283	16,644,000	17,333,147	17,573,198	63,588,628
India	4,129,642	4,047,000	3,150,758	4,560,581	15,887,981
Iraq	6,348,450	0	0	1,002,577	7,351,027
Laos	13,923,328	10,693,000	8,815,047	9,295,328	42,726,703
Nepal	657,465	0	0	0	657,465
Pakistan	31,974,121	26,066,000	16,373,283	22,749,526	97,162,930
Palestine	23,569,048	27,219,000	26,003,309	25,145,630	101,936,987

Total expenses related to the organisation's purpose					
	2011	2012	2013	2014	TOTAL
Philippines	0	0	2,223,810	10,894,744	13,118,554
Regional Middle East	1,347,278	4,120,000	8,117,038	10,103,666	23,687,982
Regional South East Asia	0	1,304,000	2,639,434	2,591,219	6,534,653
Sri Lanka	1,370,048	0	0	0	1,370,048
Syria	0	269,000	13,552,075	31,850,466	45,671,541
Thailand	60,000	3,337,000	3,311,020	2,841,183	9,549,203
Vietnam	4,844,081	7,960,000	7,276,434	8,845,081	28,925,596
TOTAL ASIA	151,198,053	152,317,000	149,462,267	200,164,721	653,142,041
Armenia	1,358,572	1,120,000	700,000	549,971	3,728,543
Kosovo	0	1,162,000	0	0	1,162,000
Macedonia	357,143	0	0	0	357,143
Regional Europe	561,263	201,000	220,962	408,540	1,391,765
Romania	0	0	270,000	556,000	826,000
Russia	90,325	0	0	0	90,325
Serbia	2,025,951	2,648,000	840,769	0	5,514,720
TOTAL EUROPE	4,393,254	5,131,000	2,031,731	1,514,511	13,070,496
Brazil	11,803,965	14,328,000	13,686,221	10,441,165	50,259,351
Cuba	450,000	460,000	745,223	677,789	2,333,012
Dominican Republic	1,975,337	1,878,000	1,963,635	1,942,463	7,759,435
El Salvador	270,000	270,000	0	0	540,000
Guatamala	7,612,081	6,718,000	7,704,843	7,866,284	29,901,208
Haiti	28,076,097	24,437,000	34,049,763	26,213,348	112,776,208
Nicaragua	2,687,270	1,366,000	138,041	0	4,191,311
Regional Latin America	1,744,586	5,367,000	4,809,339	4,699,910	16,620,835
TOTAL LATIN AMERICA	54,619,336	54,824 000	63,097,065	51,840,959	224,381,360
Global	55,566,350	62,094,000	71,804,411	68,447,025	257,911,786
Norway	45,568,794	39,837,000	31,255,719	26,316,299	142,977,812
TOTAL EXPENSES RELATED TO THE ORGANISATION'S PURPOSE	732,118,260	668,886,000	690,670,647	782,283,054	2,873,957,961

NORWEGIAN CHURCH AID’S COUNCIL

All diocese councils in Norway appoint one representative to Norwegian Church Aid’s Council, and five representatives are appointed by the General Synod of the Church of Norway. In addition, the Council has representatives from a number of free churches and several national Christian organisations for youth and evangelism.

Members 2014/2015 (deputy members)

Church of Norway, diocese councils:

- Oslo:** Karin-Elin Berg (Oddrun Remvik)
- Borg:** Andreas Henriksen Aarflot (Bjørn Solberg)
- Hamar:** Gunnar Gjevre (Anne-Lise Brenna Ording)
- Tunsberg:** Kjell Rune Wirgenes (Ingild Kaslegard)
- Agder and Telemark:** Jan Olav Olsen (Erling T. Jakobsen)
- Stavanger:** Arve Dalby (Asbjørn Finnbakk)
- Bjergvin:** Ivar August Bye (Hege Feet Askvik)
- Møre:** Knut Johan Rønningen (Marianne Brekken)
- Nidaros:** Aina Toven Malum (Britt Arnhild Wigum Lindland)
- South Hålogaland:** Tor B. Jørgensen (Torkel Irgens)
- North Hålogaland:** Anne Marie Bakken (Ingrid Røstad Fløtten)

The General Synod, Church of Norway:

Kjetil Aano, leader of MKR (Eleanor Brenna/Kristine Sanml)
Berit Hagen Agøy, General Secretary of MKR (Einar Tjelle, assisting General Secretary of MKR)
Åshild Solgaard (Wenche Fladen)
Per Oskar Kjølaas, bishop of North Hålogaland (Herborg Finnset Heiene, Dean of Tromsø)
Vidar Mæland Bakke (Sindre Eide)

Representative of the Saami Church Concil:

John Erland Boine (Jovna Zakharias Dunfjell)

Youth representative:

Gunnhild Nordgaard Hermstad (Arnstein Bleiktvedt)

National Christian organisations:

- The Domestic Seamen’s Mission:** Not appointed
- Norwegian Saami Mission:** Not appointed
- Norwegian Universities and Schools Christian Fellowship:** Tor Erling Fagermoen (-)
- Norwegian YMCA/YWCA:** Camilla Oulie Eskildsen (Sven Larsen)
- The Evangelical Lutheran Free Church of Norway:** Ingar Bø (Terje Bjørkås)
- The Free Evangelical Congregations:** Helge Nupen (Tore Stray)
- The Baptist Union of Norway:** Jan Sæthre (Arild Harvik)
- The Mission Covenant Church of Norway:** Viggo Koch (Eilif Tveit)

The Salvation Army:
Magna Våje Nielsen/Tone Gjeruldsen (Jan Risan)

The United Methodist Church in Norway:
Tove Odland/Øyvind Aske (Veronika Hegglund)

The Pentecostal Movement in Norway:
Bjørn Bjørnø (-), Jan Eilert Akre (-)

Observers:

- NORME:** Anne Lise Søvde (contact person)
- Global Aid Network:** Arne Sylta (contact person)
- The Christian Council of Norway:** Knut Refsdal (contact person)

HUMAN RESOURCES GLOBALLY 2014

By the end of 2014 Norwegian Church Aid employed 144.2 permanent members of staff. They were distributed between the various departments as follows:

Department of International Programmes	49.1
Department of Communications	9.5
Marketing Department	29.9
Department for Human Resources	9.8
Department of Finance	29
Department for Development Policy *	12.9
Secretariat	4

*4,5 members of staff position belongs to Changemaker

In addition, the organisation had 19 temporary positions in the course of the year, 12 of them in relation to the NRK Telethon. By the end of 2014 the organisation had 163,2 positions in total in Norway.

Year	2008	2009	2010	2011	2012	2013	2014
Perma- nent Posi- tions Head Office	146,3	141,2	146,3	150,3	149,2	137,7	144,2
Tempo- rary Project Posi- tions Head Office	24,5	9,6	9,0	5,0	2,3	0,6	7
Total Head Office	170,8	150,7	155,3	155,3	151,5	138,3	151,2
NRK Telethon 2014							12
Posi- tions in Repre- sentations which are not locally em- ployed	37,0	33,3	37,0	39,0	45,7	47,0	53,0

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

	Head office		Field offices	
	Female	Men	Female	Men
Managers	72 %	28 %	62 %	38 %
Staff	59 %	41 %	25 %	75 %

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

	2014		2013	
	Expats	Local	Expats	Local
Burundi	1	16	1	13
DR Congo	3	27	4	22
Ethiopia	1	23	1	24
Kenya	3	16	4	13
Somalia	0	25	0	29
South Sudan	6	75	4	73
Sudan	4	180	4	316
Tanzania	1	18	1	18
Mali	2	39	3	32
The Central African Republic	1	0	0	0
Zambia	1	21	2	19
Malawi	1	21	1	18
Angola	1	12	2	10
South Afrika	2	9	2	8
Afghanistan	4	50	2	55
Jerusalem	3	7	3	5
Pakistan	1	22	0	17
Syria/Turkey	4	0	1	0
Northern Iraq	3	0	0	0
Guatemala	1	8	1	9
Haiti	3	19	3	16
Brazil	0	2	0	2
Myanmar	1	6	1	4
Thailand	0	4	0	5
Laos	2	57	2	57
Vietnam	1	12	1	12
India	1	0	1	0
Philippines	0	0	1	0
Switzerland*	2	0	2	0
TOTAL	53	669	47	768

* 2013 two positions were established in Switzerland (Geneva). They work with the coordination of the global "water, sanitation and hygiene cluster".

NORWEGIAN CHURCH AID’S BOARD 2014

Kjell Nordstokke, **Chairman**

Brita Bye, **Vice Chairman**

Paul Dahlø / Ottar Mæstad (from May)

Inger Marit Nygård

Martin Kulild / Sissel Vartdal (from May)

Ingeborg Midttømme

Dag Opedal

Katharina Ringen Asting

Billy Taranger

Ingrid Aas Borge / Hanne Sofie Lindahl, leader of Changemaker

Employee representative:

Liv Snesrud

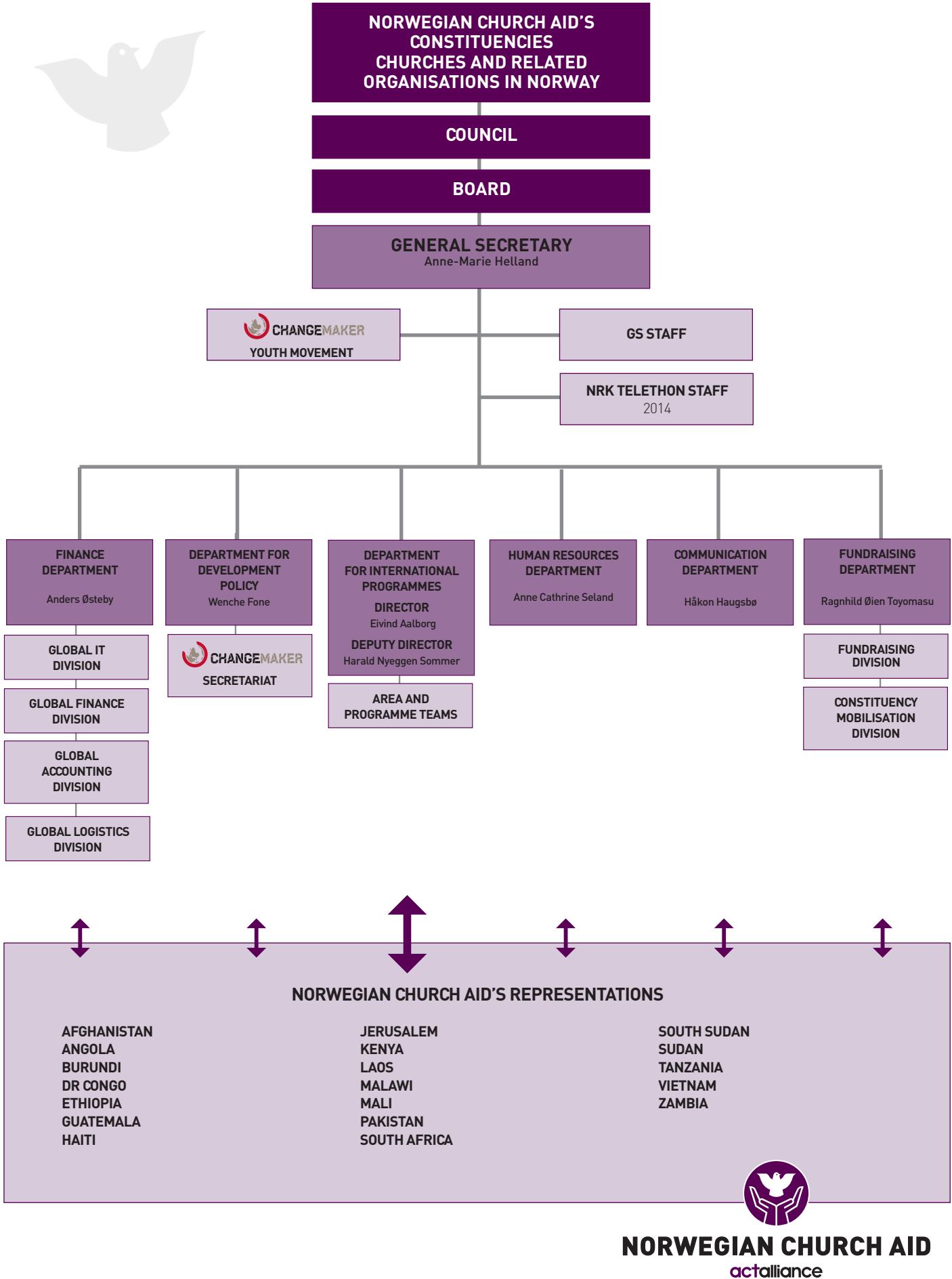
Jens Aas-Hansen

Deputy employee representative:

Kjetil Abildsnes

Inger-Torunn Sjøtrø

NORWEGIAN CHURCH AID'S ORGANISATION CHART AS OF 31.12.2014



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

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NORWEGIAN CHURCH AID
actalliance

Norwegian Church Aid works with people and organisations around the world in their struggle to eradicate poverty and injustice. We provide emergency assistance in disasters and work for long-term development in local communities. In order to address the root causes of poverty, we advocate for just decisions by public authorities, businesses and religious leaders.

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

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

Norwegian Church Aid – Together for a just world

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