



ADRA Denmark's 2017 Framework Results Report

September 2018

This report presents the results of ADRA Denmark's development programming in 2017, funded through its Framework Agreement with the Danish Ministry of Foreign Affairs.

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ACRONYMS

ADRA	Adventist Development and Relief Agency
ASC	Action for Social Change programme
BIF	Burundian Franc
CBG	Community Based Group
CDSI	Community Strengthening Development Initiative
FAO	Food and Agriculture Organisation of the United Nations
FFS	Farmer Field School
FMS	Farmer Market School
HRBA	Human Rights-Based Approach
IGAs	Income Generating Activities
LRRD	Linking Relief, Rehabilitation and Development
MWK	Malawian Kwacha
NGO	Non-Governmental Organisation
PTA	Parent and Teacher Association
REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
RWF	Rwandan Francs
SDG	Sustainable Development Goal
ToC	Theory of Change
USD	United States Dollar
UGX	Ugandan Shilling
VSLA	Village Savings and Loans Association
WITS	Wealth in the Soil project

ADRA Denmark's 2017 Framework Results Report

Executive summary

The overall mission of ADRA Denmark is to empower people to relieve human suffering, enhance personal dignity, contribute to social justice and build economic and social capital in poor and marginalised communities. To fulfil this mission, ADRA Denmark develops and builds capacity and advocates for oppressed groups, aiming to engage the poor and vulnerable in the work towards sustainable development.

This report provides an update of activities throughout 2017, in particular our development interventions as implemented through our Action for Social Change (ASC) programme. For many years, ASC has been the primary driving force behind our development initiatives, focusing on communication and our work with community based groups (CBGs). This work supports the development of locally rooted civil societies that can contribute as dynamic actors in social, political and economic development processes locally and nationally.

This report highlights the 2017 results of the ASC programme as implemented in Burundi, Malawi, Rwanda, Uganda and Zimbabwe. Over 1,100 CBGs in these countries provided the space for members to grow as individuals, develop their skills and knowledge and practice democracy on a small scale. They have also served as a channel for linking rights-holders to duty-bearers, whereby ADRA has acted as an intermediary for encounters and dialogue. The ASC programme demonstrates that it is possible to facilitate important, relevant, positive development change among people living in poverty.

This report also provides information on our Danida funded development communication activities, as well as our 2017 accounts.

ADRA Denmark will continue to critically assess our approaches and priorities in our partnership with the Danish Ministry of Foreign Affairs, and look forward to the coming period as a Strategic Partner of the Ministry.

UPDATES AND RESULTS FROM 2017



INTRODUCTION

Throughout the final year of our Framework Agreement with Danida, ADRA Denmark has been committed to working alongside Danida to realising the global ambition of the Sustainable Development Goals, to contribute to a world in balance without extreme poverty, with sustainable growth and development. This Framework Agreement built on years of cooperation, growth and learning and has formed the basis of a new phase in our development and humanitarian programming in a Strategic Partnership with Danida.

ADRA Denmark dedicated a significant portion of 2017 to developing and refining this new phase of operations. Our existing programmes were reconsidered and redesigned to reflect new opportunities and challenges, and new programmes were developed in order to meet the new and ongoing challenges facing people living in poverty and humanitarian need. As such, we conducted a number of reviews throughout the year in order to document the results we have contributed to, as well as gain an insight into the areas which need improving for future phases. As a Strategic Partner to Danida, ADRA Denmark will continue to grow as a professional, faith-based organisation, with an increasing focus on working across the humanitarian-development nexus.

During the last three years, ADRA Denmark has seen a decline in financial appropriations for development work but an increase in appropriations for humanitarian relief, contributing to 65% of project costs in 2017. Thus, humanitarian initiatives are gaining increasing significance in our project portfolio and, consequently, an increase in staff with specialised humanitarian experience.

During 2017, ADRA Denmark also gained a new Secretary General, Jens Vesterager. Jens came from a position as a Programme Manager in the Rockwool Foundation, where he, since 2008, was responsible for the Foundation's work with food security, poverty reduction and international peace building. Jens brings more than 20 years of experience within development, implementation, administration and management in research, development and relief with him to ADRA Denmark. During his first year with ADRA, Jens has, in cooperation with the management team and the board, worked to develop a clearer strategic focus, profile and niche for ADRA Denmark, with the aim of ensuring continued relevance, and growth. This process involved close dialogue with the Seventh Day Adventist Church constituency, which is ADRA Denmark's core supporter base.

ADRA Denmark will, in the coming years, strengthen our profile, excellence and innovation efforts in the following areas:

- i) Faith and development - We will make more active use of our status as a faith- and value based organisation in our rights-based development cooperation and strengthen our focus on the rights of women and girls.
- ii) The relief and development nexus - Long-term relief has become an increasing part of our work, and we wish to pursue opportunities to strengthen and grow here.
- iii) Jobs for young people - We will, using our relief and development programmes as a point of departure, work more intentionally on creating jobs and income opportunities for, in particular, rural young people within the field of agriculture. We want to involve the private sector in both the Global North and South to the fullest possible extent, well knowing that commercial interests are often limited in the most remote rural areas where ADRA is known to be active.

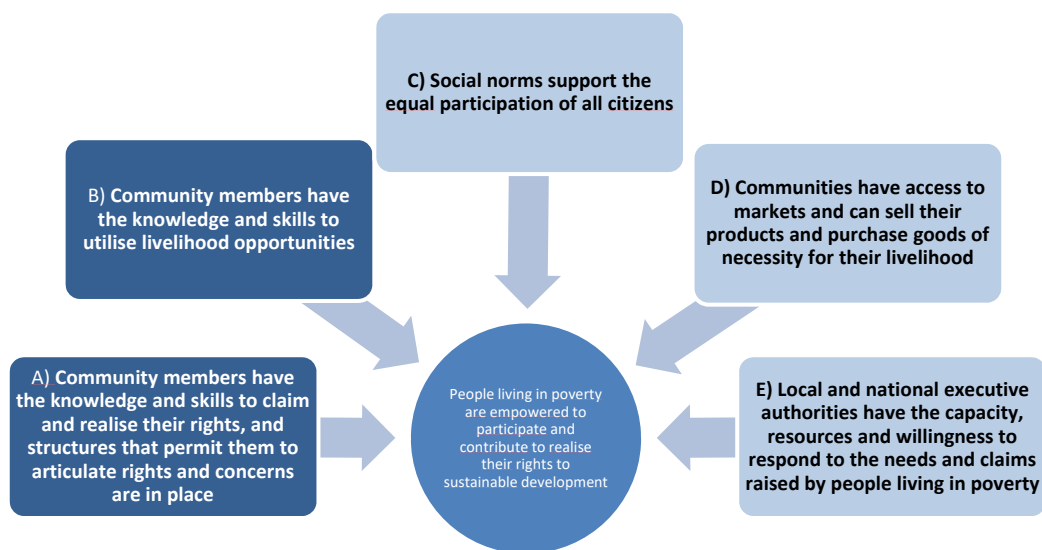
THE ACTION FOR SOCIAL CHANGE PROGRAMME

The ASC programme, during 2017, was implemented in partnership with local ADRA organisations in Burundi, Malawi, Rwanda and Uganda and through these partnerships we empowered over 1,100 vulnerable and marginalised people in CBGs, and activities in Zimbabwe were concluded.

The overall objective of the ASC programme is to empower people living in poverty to participate and contribute to realising their right to sustainable development. The programme first began in Rwanda in 2009, and has since been implemented in seven different countries. However, after years of budget cuts and various conflicts affecting the implementation of the programme, activities in only three countries have continued into 2018 through ADRA's Strategic Partnership agreement, namely in Burundi, Malawi and Uganda. The programme in Rwanda was phased out during the first half of 2018.

The ASC programme abides by a human rights-based approach to development. It seeks to achieve a positive transformation of power relations between rights-holders and duty-bearers. The approach aims at strengthening the capacity of rights-holders to claim their social and economic rights and to participate in democratic processes of concern to them, while at the same time supporting both formal and informal duty-bearers to respond to the needs and rights of citizens.

The preconditions or 'drivers' for individuals and communities to participate in, contribute to, and enjoy developmental rights are numerous and mutually reinforcing. Yet, the main factors that enable people to participate and contribute are displayed in the following theory of change:



Strengthening community structures and facilitating access to the knowledge and skills of communities to claim their rights is a core priority and compulsory element of all ASC programmes (dark blue boxes, Change Areas A and B). How, and the extent to which, each ASC country programme will work to change social norms, market access and the response of local and national authorities (Change Areas C, D and E), depends on the respective country context.

COMMUNITY STRUCTURES AND PLATFORMS

In 2017, through the ASC programme, ADRA facilitated 1,103 CBGs to be responsive to the needs, rights and concerns of their members and communities. CBGs form the core organisational unit and are the local ADRA offices' immediate programme partners. These democratic group structures provided the space for members to grow as individuals and increase their knowledge and skills. Through ongoing support and facilitation from ADRA, the groups provided a platform for

community members to address problems and claim their rights, and defend their interests and concerns in encounters with duty-bearers.

1,103 CBGs were supported by the ASC programme in 2017

In line with our approach to linking relief, rehabilitation and development (LRRD), the activities of the ASC programme support people – and particularly women and youth – to claim their rights, reduce their vulnerability, build confidence in local organisations and draw upon resources within communities. In essence, promoting sustainability. To do so, ADRA engages existing CBGs and community structures, including farmers' associations, Parent Teacher Associations (PTAs), health clubs, school clubs, youth networks, community radio clubs, etc. CBGs promote interpersonal communication and public dialogue, amplifying community empowerment and boosting government accountability.

153 CBGs were actively involved in advocacy initiatives in 2017

184 new and ongoing advocacy initiatives were undertaken at community and/or district level in 2017

By involving and empowering citizens to claim their rights, our citizen-centred approach to advocacy, takes its departure from the immediate issues and concerns identified by the communities themselves. This is done in conjunction with motivating duty-bearers to respond to the needs and claims of local communities. During 2017, this included a range of issues, including in Malawi where the Nthundu REFLECT Circle successfully advocated for the drilling of boreholes at the local school in Nangondo. Similarly, through advocacy efforts, the Kawinga REFLECT circle advocated for a reassessment of the selected beneficiaries of a Malawi Social Action Fund project, as it was believed that the traditional leaders had replaced some of the rightful beneficiaries with their relatives.

In Bihembe Hill, Burundi, CBGs raised questions over why businesses dealing in wood locally were not paying taxes on the trees being harvested in a commune-owned tree plantation. After meeting with zone and commune authorities over the matter, it was decided that a tax-collecting agent would be assigned to the area whenever a truck was loading trees, while community members would act as watchdogs to curb any tax evasion attempts.

532 media programmes addressing rights related issues were broadcast in 2017

A feature of the programme is the combination of the Communication for Social Change methodology with the REFLECT approach, whereby interpersonal communication and public dialogue is strategically used to promote community empowerment and government accountability. Media, and in particular radio, are also a key channel to facilitate communication. Through media productions (radio and TV), rights-holders are able to articulate their advocacy issues and publicly address duty-bearers, with the issues directly stemming from the challenges faced by the communities themselves.

Media programmes have resulted in tangible results for both communities involved with the ASC programme and also those not involved with the programme. For example, in Malawi, in a series of

four radio programmes on the shortage of drugs in public health facilities, people throughout the country confirmed that there was indeed a drug shortage in their areas, mainly because of a lack of funds. Callers reported that patients were being sent away to buy their own medicine in drug stores, and patients with malaria were given Panadol instead of antimalarials. Many people claimed that the shortage was the result of corruption. In a response to these programmes and the listener interaction, the Malawian Government finally acknowledge the shortage and promised to allocate more funds to the health facilities.

In Burundi, ADRA launched, through radio programming, a national-level advocacy initiative on the issue of the difficult access to improved seeds by local farmers. The broadcast included officials from the National Agricultural Research Institute Seeds Department and the Cibitoke Provincial Directorate of Agriculture and Livestock to shed light on the current seed situation. The broadcasts included explaining what improved seeds were, the seed multiplication process, identifying the current seed multiplication centres, and how farming CBGs can involve themselves in providing improved seeds. The broadcast shed light on the under-served industry, and highlighted that the government cannot meet the demands of the nations' farmers, however, the chairperson of the Agricultural Extension Office invited those in need of quality seeds to come to her office and register the needed quantities. In cases where their office does not have enough seeds for their needs, she promised to assist by ordering from other extension offices in other provinces. In follow-up to the broadcasts, ADRA facilitated a meeting between high-level Ministry of Agriculture officials working in the seeds department and partner CBGs. This issue is still a problem, however, as a consequence of these advocacy activities new partnerships are opening up for the CBGs and learning visits are taking place in other provinces.

111 rights related issues raised by CBGs were addressed by duty-bearers at community and/or district level in 2017

Throughout the year, we have also worked with duty-bearers to motivate them to engage in dialogue with rights-holders and to build their capacity to respond to their needs. In many of the environments where the ASC programme is being implemented, the local authorities are often not aware of their responsibilities and roles and have difficulties responding to the claims of rights-holders. Consequently, ADRA has trained and mentored local duty-bearers in the rights and responsibilities of citizens, and the principles of transparency and accountability. In Burundi, CBGs have worked in collaboration with local duty-bearers at the commune level, an effort that has been synergetic in addressing community public health problems, such as cholera, malaria and malnutrition. This teaming-up together has made the reach of the government more effective.

In Uganda, radio programmes were used to address the lack of health services at Lookorok Health Centre. Through radio programmes, the issue was raised for the attention of duty-bearers at the Sub County and District level. In September 2017, a new health centre block was constructed where mothers and children can now access basic medical services and a motorcycle ambulance has been granted to the health center to transport patients to and from the facilities.

57,339 rights-holders have gained access to public services due or partly due to the ASC programme during 2017

The combination of advocacy activities and the improving capacity of duty-bearers to respond to the rights and needs of communities has resulted in a larger number of people gaining access to public services.

The advocacy component in Burundi has led to communities engaging duty-bearers and demanding for attention and their rights. They have lobbied the government for health services closer to their communities and in response to these advocacy activities, the government is constructing health centres in Gifunzo and Kagarutsi in Mugina Commune, as well as in Ngara Mabayi Commune.

In Malawi, the Choma Network succeeded in advocating for the Bingavula Junior School to be transformed into a full primary school, increasing access to education for children in the local area. Also in Chamalaza, the community has been fighting for the establishment of a health post due to the long distance to the nearest hospital. The issue was making very little progress due to poor organisation and a lack of a strategy, however, after trainings with ADRA in advocacy, the community has now been approved by the District Health Office to construct a health post.

349 VSLAs with an increase in annual savings per member during 2017

A village savings and loan system is very simple, but the results are significant. By saving small amounts of money frequently, people living in poverty can build their savings, contributing to improving the security of the household. Village saving and loan associations (VSLAs) have played a great role in empowering communities, and in particular vulnerable groups. The money lent within and gained at the end of a VSLA cycle has enabled members to buy necessities for the home, as well as farm inputs for use during the farming season.

In Burundi, given that most of the Burundians targeted by the programme are below the poverty line, the VSLAs have done an overwhelming job in engaging CBG members in improving their economic situation. Members of VSLAs attest that they can now afford schools fees for children who were out of school. Others have built decent brick houses, replacing mud-made houses, from the VSLAs savings. Others have afforded referral health services that cannot be provided in local health centres.

Savings among VSLA members in Uganda have also been steadily increasing. For example, in the Kaikamaryang group, members have almost doubled their amount of savings in one year from UGX 7,696,000 (approx. USD \$2,000) in 2016 to UGX 13,550,000 (approx. USD \$3,600) in 2017, and the Lobongia group has increased their savings from UGX 4,956,000 (approx. USD \$1,300) to UGX 9,124,000 (approx. USD \$2,400). The outstanding financial performance of the ADRA supported CBGs prompted the district chairperson of Kaabong to remark that “ADRA VSLAs are the only VSLAs that have stood the test of time. We need to recognise them by giving them Certificates of Recognition”.

Further, having proof of financial management skills, as well as access to savings and loans, often provides groups access to additional financial services and government programmes. Another example in Uganda has been the Abim Gulonger Women in Action group, which has been recognised for their capacity and has received funding from the Ugandan Women Entrepreneurship Programme, whereby two CBGs in Kotido have been earmarked to receive funding from the Northern Ugandan Social Action Fund.

8,683 CBG and VSLA members increased their net income from income generating activities during 2017

Recognising that people living in poverty need to ensure their livelihoods before they are able to address other concerns, ADRA Denmark has prioritised the integration of sustainable livelihood strategies into the ASC programme, contributing to both SDG One (No poverty), SDG Two (Zero hunger) and SDG Eight (Decent work and economic growth). By promoting VSLAs, stimulating income generation, and encouraging a diversification of livelihoods, people's resilience is improved and they are enabled to claim and realise their rights.

ADRA Denmark's own Farmer Market School (FMS) approach was further tested in Malawi during 2017, having first been introduced in Malawi and Zimbabwe in 2016. FMS is an approach to empower farmers to analyse markets and market trends in order to grow crops for better prices and gain in skills and confidence to negotiate with middlemen and distributors.

The FMS approach has empowered farmers to discover the market by themselves and overcome their fears of engaging with top end markets. The approach is a sustainable method of linking farmers to markets, as they are able to establish the business relationships themselves. They are now more equipped with market information and understand the need to secure markets before planting. Farmers no longer require ADRA to train them on aspects of coordinated production, marketing, quality, value addition, establishing marketing committees as the market visits are informing and directing farmers on what they should do, which is more sustainable as farmers now own the process. Farmers obtained information on the seasons when crops yielded higher prices and the need to stagger production of crops for market visits. Farmers can now negotiate prices with the middlemen rather than the price being dictated to them. The farmers now speak with one voice in terms of the prices for their produce.

Elifa Mwaungulu, a 41 year old Malawian woman, has been a horticultural farmer since 1995 and used to sell her vegetables door to door in Mzuzu city and to vendors until she started supplying vegetables at the Shoprite supermarket. After receiving a MKW 15,000 payment from Shoprite, she decided to borrow another MKW 15,000 from her VSLA to start a small restaurant, taking advantage of several companies with many workers near her house. Through the FMS she learned about marketing and small business management. She baked doughnuts and made tea in the morning and nsima in the afternoon. She used vegetables from her own garden and milk from the dairy cattle. "Thanks to the marketing school, life is getting better and I am able to earn MKW 150,000 a month. At first I had lots of debts but now I have cleared them all", she said. With the profits gained she has managed to buy iron sheets, renovate her house and pay school fees.

650 CBGs obtained female representation in leadership during 2017

In line with both SDG Five (Gender equality) and SDG Ten (Reduced inequalities), ADRA increases awareness of gender equality and empowers both women and men to ensure equal participation. During 2017, ADRA promoted discussions among CBGs about identified social norms and facilitated debate about the role these norms play in development. Although this is not explicitly addressed in every country's theory of change, each country programme addresses negative social norms and promotes equal participation and democratic principles in CBG management. The approaches used within the ASC programme, by empowering financial independence, improving literacy, and

promoting good governance have contributed to increasing numbers of women assuming leadership positions. Women make up the majority of CBG membership, and by empowering these women, they are raising their voices and ensuring their agendas are heard.

For example in Burundi, the programme has supported 313 REFLECT circles promoting literacy education, and of these, 70% of all the women who have gone through these REFLECT classes are now able to read and write (1,536 women in 2017 alone), these women can also confidently engage in socio-economic activities, and are empowered to lead in political and CBG positions, with 49% of all ASC CBGs in Burundi having women in positions of leadership.

Women have gained confidence in themselves and aspire for change, and have also been active in identifying issues of gender based violence. For example, in Burundi, between April and June 2017, 112 wife-beating cases were reported by women, as well as 15 cases of family abandonment.

Further, the final evaluation of the programme in Rwanda concluded that *‘the ASC programme has furthermore meant that many women have found themselves in new, powerful roles, which have generally been much appreciated by themselves, their partners, families and community. In the secure framework of a group, participants have received a lot more than individual capacitation, but also find themselves in secure and well-functioning communities with a functional social tissue.’*¹

Local traditional and religious leaders are also important stakeholders in the dialogue between the programme and the community members. In particular, within advocacy and the work with social norms and gender, these leaders play a significant role in shaping the moral norms of the people around them. Throughout 2017, traditional and religious leaders were active partners in the ASC programme, whereby ADRA improved their knowledge of gender equality and included them in the campaigns of CBGs to promote the inclusion and rights of women and girls.

36 issues concerning government policy, which directly affects people living in poverty, were raised on national platforms during 2017

Promoting the willingness, capacity and resources of local and national authorities is often necessary to strengthen the ability of poor and marginalised groups to shape their own livelihoods and future. In other situations, however, changes in legal frameworks and government policies are also necessary. In Malawi, a significant example of policy advocacy conducted through ADRA’s media activities concerned the Access to Information legislation where gaps and shortcomings were pointed out through ADRA’s various media channels and eventually taken into account by the policy makers. Further, a media review of the ASC programme in Malawi found that corruption issues have been put on the national agenda due to the ASC activities and pressure has evidently been put on the Anti-Corruption Bureau to perform in accordance with its mandate.²

¹ Birgitte Jallo, End evaluation of the ADRA Action for Social Change Programme in Rwanda, June 2018

² International Development Partners, Review Report Action for Social Change (ASC) Malawi, May 2017

**COUNTRY SPECIFIC RESULTS
REPORTING FOR 2017**



INTRODUCTION

The following chapter provides an overview of the country specific achievements, challenges and deviations of the activities and programmes supported by ADRA Denmark during 2017..

The report outlines the changes in context and the major achievements in each of the five countries that implemented the ASC programme in 2017, namely Burundi, Malawi, Rwanda, Uganda and Zimbabwe.

COUNTRY SPECIFIC RESULTS 2017

Burundi

CONTEXT UPDATES

In 2017, the political situation in Burundi remained turbulent, with peace talks ending without an agreement. Reports of unrest and streams of Burundians fleeing the country continued throughout the year. However, it is worth noting that in the programme area, Cibitoke, the security situation remained stable allowing for programme activities to continue. The Burundian economy faced another turbulent year, with currency devaluation and inflation adversely affecting the purchasing power of much of the population. Prices have increased on the majority of imported products, such as fertilisers and other farming inputs. A number of CBGs have complained that due to the instability of the currency they are no longer profiting from their income generating activities. More households are also reporting difficulties in ensuring three meals a day for their families, with rates of malnourishment increasing.

MAJOR ACHIEVEMENTS DURING 2017

The ASC programme in Burundi underwent an external review in 2017, which concluded that “the programme was relevant in addressing the prevailing dismal conditions and uplifting the community’s livelihood, confidence and ability to push for their own change... The ASC programme is very holistic targeting food security, literacy, health and advocacy issues. The programme has managed to significantly contribute towards an improved level of life among the direct beneficiaries.”³

Change Area A: Community structures that permit community members to communicate their needs, concerns and rights are in place

In 2017, the ASC programme worked with 440 CBGs, an increase of 120 groups (108 new CBGs and 12 new cooperatives) from the year before. These new groups have been formed around household groups, as it became apparent that the work of CBGs improved if both spouses are part of the capacity building and group initiatives. These groups are recognised as formal groups at the communal level, and they have, during the year, organised 43 community dialogues, 28 cooking demonstrations, and many other sensitisation/awareness-raising activities. This occurred through different platforms, including meetings, exchange visits, radio programmes, etc.

The review found that “the ASC programme has strengthened and created new structures within the community giving members an opportunity to analyse, prioritise and articulate their own pressing problems as well as the efforts to alleviate them... ASC has successfully made it possible for

³ Njoroge Kimani and Catherine W. Njuguna- Maguzu, Learning Review Report, Action for Social Change Programme, ADRA Burundi, August 2017

the community to talk, discuss and relate their daily lives to health issues and lifestyles. This is due to the continuous community capacity building sessions done as well as follow-up at the community level.”⁴

Throughout the year, CBGs were able to prioritise and address 30 different issues, including the lack of access to safe water, poor hygiene with the focus on the lack of latrines, explosive population growth, illegal marriages and poor birth registrations. Repairing a damaged bridge and demanding a road linking a health centre to the main road were also addressed. As a result of these issues being raised, CBGs undertook a number of awareness raising and advocacy activities, resulting in more than one thousand marriages and 130 births being registered. A government directive during 2017 decreed that all couples living in unregistered marriages had until the end of the year to become formally registered. In some instances, due to ignorance of their roles and responsibilities, duty-bearers were unresponsive to these changes, which coupled with certain cultural norms, has left a large level of responsibility on the shoulders of the CBGs to spread the word about the changes in the law and guide couples through correct registration.

Further, as a result of community initiatives conducted by the CBGs, approximately 223 households built latrines, while 306 installed tip-taps in their respective homes.

By the end of the year, 46% of CBGs were able to effectively articulate awareness-raising issues either through community dialogues or live radio programmes. The articulation of awareness and advocacy issues in the communities involved 141 CBGs, primarily through 43 community dialogues, six live radio programs, 2,132 household visits, 119 hill meetings, and 109 health education sessions. Issues addressed included the lack of access to clean water, transparent management of public assets, and poor soil protection. Aside from the live radio programmes produced by ASC, local media also positively responded to the programme’s invitation to come to the field and report on the CBGs’ activities, broadcasting further radio programmes and publishing articles about the activities and issues being raised.

Change Area B: Community members have the knowledge and skills to claim and realise their rights and utilise livelihood opportunities

The overall food security context in Burundi is dire; more than 70% of the population suffer from food insecurity with a current level of malnutrition at 59% of children under five in Cibitoke province. Given the acute land shortage and severe food insecurity, ADRA has built capacity of the farmers to adopt improved farming methods and good agricultural practices.

During the year, the ADRA stepped up its efforts in the fight against malnutrition through promoting the growing of nutrient-rich crops, in particular soya. Active health CBGs received improved soya and maize seeds for reproduction, and in turn, supplied the excess seeds to malnutrition-affected households. ADRA also initiated the promotion of contouring and terracing techniques on steep and unprotected lands to mitigate the effects of erosion.

Farmer Market Schools have, through persuasive trial demonstrations, been effective in ensuring capacity building of improved farming practices. In total, 1,395 out of 4,153 food security CBG members, representing 34%, (target of 30%) have applied at least three of the following modern farming techniques including sowing in rows combined with using fertilisers, not burning farmland grass, crop rotation, and planting agro-forestry trees/developing anti-erosion structures on their

⁴ Njoroge Kimani and Catherine W. Njuguna- Maguzu, Learning Review Report, Action for Social Change Programme, ADRA Burundi, August 2017

own farmland. A survey assessing the financial autonomy of households in December 2017 has found some very impressive gains for the programme. For example, at the start of the programme in 2013, 9% of CGB members sowed in rows, whereas in 2017, 73% of the members were applying this farming technique. Similarly, 82% of farmers are now using organic manure from compost, as opposed to 28% at the beginning of the programme. The number of respondents acknowledging using fertilisers jumped to 50% from 9%, and 14% of the households pointed out that they do not use any kind of fertiliser, compared to 60% at the beginning of the programme. The review concluded that these improvements have led to an increase in food production among CBG members.⁵

ADRA facilitated cooking demonstrations with 29 CBGs to create awareness on proper food preparation and a balanced diet. However, more trainings are needed at household level to increase the adoption levels and directly improve the food security situation and malnutrition levels. Further, inputs like seeds and fertilisers are not readily available. This is a government responsibility and as much as ADRA promotes the use of quality seeds, community members are reliant on supplies from government agencies. ADRA will continue to support CBGs to work on more strategic advocacy to enable communities access to quality seeds and fertilisers.

ADRA is also actively promoting the right to education through REFLECT classes. During 2017, 1,536 women and 320 men participated in a four-month literacy course, with 1,110 passing the final exam.

The survey on household financial autonomy also found that more than half of respondent households, corresponding to 67%, have set aside savings nearing BIF 100,000 (approx. USD \$55), while 2% of surveyed households have saved more than BIF 1,000,000 (approx. USD \$550). In 2017, there were 169 established VSLA groups. VSLA members have been trained on the entire VSLA concept from formation, group discipline, savings, loaning, loan repayment and the sharing of dividends. The majority of groups are in their second cycle with a member loan repayment rate of more than 90%. Members have benefited by accessing loans at affordable rates, improving their living conditions by constructing improved houses, latrines, and by accessing farming inputs and assets like livestock and implements.

Change Area E: Local and national executive authorities have the capacity, resources and willingness to respond to the needs and claims raised by people living in poverty

Throughout 2017, it has become apparent that, in general, local authorities have not only committed themselves to working more closely with local associations, but are also more willing to attend CBG-organised activities. This has been confirmed by both local duty-bearers and CBGs members alike. During the year, 160 local authorities, including local government leaders were equipped with both the knowledge and skills needed to better perform their roles and responsibilities in a professional way. Duty-bearers have had their capacity built in human rights and the Burundian constitution, with Cibitoke-based court magistrates being used as the trainers. Furthermore, 71 local duty-bearers contributed to community problem identification and resolution. However, a significant challenge is that some authorities pledge promises but fail to fulfil them, mentioning budget-related constraints as the main cause.

⁵ Njoroge Kimani and Catherine W. Njuguna-Maguzu, Learning Review Report, Action for Social Change Programme, ADRA Burundi, August 2017, p.10.

PLANS, CHALLENGES AND DEVIATIONS DURING 2017

The implementation of the ASC programme in Burundi has had its share of challenges, exacerbated by the ongoing political instability throwing the country into chaos and negatively affecting the market and the wellbeing of the Burundian population. In order to meet some of these challenges, ADRA has had to rethink a number of activities, and at time apply new approaches to meeting the needs of the communities.

During the year, 1,395 CBGs members and 1,425 non-CBG community members applied at least three modern farming techniques respectively in their CBGs' and own farmlands. The CBG members testified to seeing an increase in production, however, bad weather and crop disease negatively affected and destroyed some crops. These unexpected events, despite the improved farming techniques discouraged a number of farmers, making them question their efforts. In response, ADRA increased discussions and awareness of soil protection and conservation, through initiating terracing and contouring demonstration fields in the highland communes of Murwi and Bukinanyana, expecting to spread these techniques in to other areas in 2018.

Due to the rising rates of malnutrition, ADRA initiated 28 cooking demonstrations in partnership with 37 CBGs to promote a balanced diet, food preparation techniques and highlight consumption practices. However, due to the limited budget, the cooking demonstrations could not cover all the areas with cases of malnutrition. Nevertheless, the health offices at the district and provincial levels still report that despite the prevalence of malnutrition cases, the available figures on malnutrition cases dropped in 2017 to 4,859 from 7,282 in 2016. Furthermore, ADRA has launched the promotion of nutrient-rich crops, namely soya and maize. A number of CBGs have received seeds for multiplication purposes, which upon harvest, give back a certain amount of seed to other neighbouring CBGs, prioritising those with high rates of malnutrition.

LESSONS LEARNED DURING 2017

In addition to some of the plans laid out to address the challenges highlighted above, work during 2017 and the review of the programme highlighted a number of areas which ADRA will need to address in the coming phase of the programme:

1. The ASC programme depends on the government for inputs, including quality seeds and fertiliser subsidies to promote a vibrant food security programme. However, the government is unable to meet these needs and its own obligations (for example, there is a national policy subsidizing fertilisers, however this policy has been rarely fulfilled), and the prices of improved seeds and fertilisers have made them unaffordable to many. ADRA is unable to provide a mechanism for people living in poverty to access affordable seeds and fertilisers, and linkages to other organs who can support with these are limited. During the year, it has become exceedingly apparent that if ADRA is to continue to promote this food security programme, these issues will need to be addressed in the coming phase.
2. Government extension services are limited. The CBGs have expressed that the extension services play a very small role in their production and that they are very dependent on ADRA field facilitators.
3. The CBGs stated that they lack marketing skills and access to markets where they can sell their farm products. Often farmers are forced to sell their produce at lower prices during the harvest period. This is made worse by the erratic climate change, presence of middlemen and lack of diversified methods of processing their produce. ADRA has been developing a Farmer Market School concept in Malawi and Zimbabwe and hope that lessons from this new approach can be applied in Burundi.

4. The review found that the cooperatives and networks are still in their formative stage and therefore need more capacity building interventions to harmonise them.
5. There is an attitudinal culture of waiting for external help, which negatively impacts the agricultural development effort to bring about change. Some say they cannot do terracing because the neighbours uphill have not done theirs and at times express hope that the government will do it for them. Ongoing service delivery by organisations such as the International Fund for Agricultural Development diminishes progress towards self-reliance and makes it more difficult for the approaches of the ASC programme to take hold among communities. This is exacerbated by some local duty-bearers being slow on the uptake of the ASC programme approaches. Given that the program focuses on capacity building, it is hoped that the involvement of authorities will continue to act as a catalyst for attitude change among duty-bearers and local communities alike.
6. Some religious leaders have difficulty embracing family planning and this attitude spills over to their congregations. There is a need to target and organise advocacy sessions with religious leaders to synergise programme experiences and mobilise these leaders for their support on the uptake of family planning and hygiene practises. ADRA will begin focusing on the increased inclusion of religious leaders in the coming phase of the programme.

Malawi

In 2017, the ASC programme in Malawi continued working with CBGs to build confidence and ownership among communities. The programme underwent a review with a particular focus on the media components funded through the ASC programme. The review found that the programmes *“Tikuferanji”* and *“Zatonse”* voice issues of concern to the primary target groups and that the ASC mass media work is unique and powerful in tabling and promoting rights issues, and in seeking and supporting fair and just change... The media component has considerably strengthened the perception and understanding of ADRA as an important development actor. *“Tikuferanji”* is powerful and frequently referred to as the best TV programme in Malawi – entertaining while building a population-wide critical thinking and engagement.’⁶

CONTEXT UPDATES

The successful harvests during the 2016-2017 period had both positive and negative effects on communities across Malawi. While most households were food secure and produced a surplus for sale, the prices offered on the market were low despite government-set minimum prices. The Agricultural Development and Marketing Corporation, which is responsible for marketing smallholder crops and buying crops at a fixed price, was delayed in buying produce, resulting in farmers becoming desperate and selling their crops at much reduced rates, with many cases of exploitation being reported. For instance in Machinga, many households were affected by the low prices of maize, pigeon peas and sorghum. The prices for maize fluctuated from an average MWK 200/kg in the 2015/16 growing season to MWK 70/kg in 2017. The high supply of produce led farmers to sell large volumes of their produce to sustain their livelihoods, for example pay school fees and buy farming inputs in preparation for the next growing season. This has had a negative impact on those who took loans, for example from VSLAs, and invested in farming as they have not been able to pay back the loans on time or have even failed to pay back their loans.

⁶ International Development Partners, Review Report Action for Social Change (ASC) Malawi, May 2017, p.4.

MAJOR ACHIEVEMENTS DURING 2017

Change Area A: Community structures that permit community members to communicate their needs, concerns and rights are in place

In 2017, ADRA Malawi worked in partnership with 93 CBGs, including ten CBG networks from across Mzuzu, Machinga and Lilongwe. CBGs include women groups, youth groups, farmers clubs and other types of interest groups. They are interconnected via community dialogue sessions and REFLECT Circles, radio clubs, and VSLAs.

Members of the REFLECT circles have been empowered to take duty bearers to task on different issues affecting their communities through non-confrontational dialogue processes. A good example is of this is from the Nthundu and Mangamba REFLECT circles who collaborated with the traditional authorities in the area to bring together officials from the Liwonde National Park to solve the issue of elephants breaking out of the park and terrorising the surrounding communities.

The review report found that there were many examples of CBGs not only identifying important issues of concern but also taking action to address these issues through interaction with duty-bearers, documenting a case of school children in the Liwonde Township lacking potable drinking water, which was taken up by the Nthundu Talandira REFLECT Circle. As a temporary remedy, communities in the surrounding villages took turns to ferry pails of drinking water to the school, while the issue was also taken up by the REFLECT circle. At some stage, parents decided to boycott the school and kept their children at home to put pressure on the responsible duty-bearers. However, they realised that this strategy denied the children their right to an education so the boycott was abandoned, but the efforts to “knock on the doors of the power holders was intensified”, as a parent from Kazembe village said. The Nthundu Talandira REFLECT circle did not give up but kept pressuring the local chief to take action, with eventual results. “These people did not let me sleep, they kept coming until I approached the District Council”, said the Senior Chief in Liwonde. The alliance between the REFLECT circle, parents, the school and the chief was a success as the Nangondo Primary School now has a borehole and potable drinking water is now available to the school children.⁷

Throughout the year, traditional counsellors, REFLECT circles, youth networks and CBG networks were active forums where the community voiced out their concerns and participated in advocacy initiatives. These groups either acted like representatives of a larger forum or as rights-holders looking for change. They conducted interface meetings with different stakeholders to claim their rights and make their concerns known. They also conducted community dialogue sessions with community members and duty-bearers on different developmental issues, engaging a wider number of community members than just the CBG members themselves. In 2017, a total of eight advocacy issues were resolved, including the example of the Luhomero REFLECT circle, who, on behalf of the local community, publicly reminded the Alliance 1 company of their responsibility in the maintenance of bridges in the area. Their heavy goods trucks operating in the area have reduced the life span of the bridges, not designed for this type of use. Further, the Kawinga CBG network collaborated with mother groups and the local police to dissolve two child marriages. This network also advocated for action when it became apparent that the Health Management Committee misappropriated MKW 1.6 million meant for the maintenance of a cholera shelter at the Ntaja Health Centre.

⁷ International Development Partners, Review Report Action for Social Change (ASC) Malawi, May 2017

Although the results in Malawi may seem few compared to other ASC programmes, ADRA has experienced that the CBGs have shown an understanding of the value of working collectively (networks) and bringing the desired change to fruition. The programme has seen one of its assumptions of 'willingness to work collectively on an advocacy initiative' being met as the CBGs either collaborate with other CBGs or others working through networks. They have also shown that they can approach and work with various duty-bearers such as traditional leaders and other authorities in their community for a common cause.

The national media platforms Tikuferanji and Zatonse continued to air different issues affecting the people of Malawi. The programmes act as a source of information (civic education), despite being catalysts for national debates. Furthermore, feedback from phone-ins, text messages and social media platforms have shown that a number of people feel the programmes have assisted them in their daily life in regards to behaviour change. The Tikuferanji TV programme aired 49 programmes and 48 complementary radio programmes in 2017, advancing various issues of concern expressed by the CBGs working with the ASC programme. These included girl child education, mitigating climate change, crop diversification and human rights. The Zatonse radio programme aired 54 different programmes, with 672 SMSs and 295 phone-ins in response to broadcasts, addressing issues such as land management, land degradation and drug shortages in health facilities. These programmes play a significant role in spreading information, raising awareness and sparking debate on different issues at national level. Additionally, most of the issues discussed act as catalysts for government intervention, influencing individuals and/or groups to pressure governments and policy makers to make policy changes regarding different issues of interest.

For example, in the instance of the Agricultural Development and Marketing Corporation delaying purchasing from smallholder farmers, the issue was picked by the Zatonse radio programme and the officials immediately responded and opened up the market to everyone. It had transpired that the officials had been conspiring with the vendors to buy from the farmers at low prices and then sell to the Agricultural Development and Marketing Corporation at the government-set prices, which are usually on a higher side, allowing them to cash in on the deficits.

It is estimated that the media platforms have a reach of approximately four million viewers and listeners from across Malawi.

Change Area B: Community members have the knowledge and skills to claim and realise their rights and utilise livelihood opportunities

During 2017, ADRA continued its support for people living in poverty to have structures and skills to manage financial resources responsively. In this regard, ADRA trained CBGs in VSLA management, financial literacy, human rights and advocacy, business management and much more. After conducting business management and entrepreneurship training, some VSLA and CBG group members, and in particular women, acquired knowledge and skills on how to engage in small scale business, empowering them to improve their lives economically. By the end of 2017, 25 different enterprises had been established, ranging from a bakery to expanded farming activities, charcoal selling, moulding and selling bricks, and selling various foods and household items. For example, Rhoda Den, a member of the Mkazichadza CBG, obtained a loan of MKW 200,000 from the VSLA and has started a business selling wraps and Mary Chuma has built a house.

With training in business management and entrepreneurship, CBG members are now able to engage in different enterprises and manage their businesses effectively, increasing their financial capacity. By the end of the savings cycle in 2017, the VSLAs in Malawi shared out the savings to its members, ranging from MKW 440,200 (approx. USD \$600) to MKW 3,571,600 (approx. USD

\$5,000). These financial improvements have allowed the group members to invest in small business activities, to construct iron-roofed houses, connect to water pipes and electricity, buy farming inputs, pay school fees and acquire other household items.

Change Area D: Communities have access to markets that enable them to sell their products and purchase goods of necessity for their livelihood

The ASC programme continued working in collaboration with the pilot programme Farmer Market School (FMS) funded by *Danmarks Indsamling 2016*. The six FMS groups, each with 25 members, represented two farmer associations, one cooperative and four farmer groups organised around irrigation schemes, approximately 2,190 farmers. Participants in the FMS groups have gained skills that have enabled them to conduct market and value chain analysis, identify and negotiate with various vendors and buyers on prices, quality, quantity and other conditions relating to the market. Through the FMS groups, the farmers have gained better access to markets.

In Machinga district, market visits have given CBGs the courage to discuss and negotiate with potential buyers. For example, the Mwaiwathu CBG are now contract farmers with the International Crops Research Institute for the Semi-Arid Tropics on the production of groundnut basic seed and they are also negotiating prices with Rab Processors for five tons of dried cassava.

Farmers in Mzuzu have maintained an agreement with Mzuzu Shoprite that enables the farmers to sell directly to the shop. Farmers have also been able to negotiate better prices with middlemen thus increasing profits.

PLANS, CHALLENGES AND DEVIATIONS DURING 2017

ADRA Malawi's media work has a clear element of critical engagement with authorities and has not always been welcome. The government is sensitive to public debate and what is presented through various media platforms. Tikufuranji and Zatonse were originally broadcast by Malawi Broadcasting Corporation but have since been denied airtime as a result of government intervention. This appears to have backfired, generating widespread anger and resentment amongst its audience towards the broadcasting stations. Subsequently, ADRA has moved the programmes over to commercial media outlets, and this does not seem to have impacted negatively on the reach nor the cost-effectiveness of these programmes. There is no doubt that the programmes are monitored closely by the authorities and that some would wish to better be able to control the content. However, the review team was able to obtain information indicating positive reactions from some of the political decision makers and highly placed officials.

During 2017, the low price of produce being offered on the market negatively affected many VSLAs, as most members who took loans and invested them into farming struggled or even failed to pay back their loans. Additionally, this demotivated other members of the VSLAs, as the failure of others to pay back their loans meant that the return on savings was significantly diminished. Furthermore, the abundance of food and the good harvest meant that participation in programme activities was also heavily affected in the second half of the year because of celebrations of the harvest, including tombstone unveilings, masquerade dancers (*Gule Wamkulu*) and the installation of chiefs. Culture and tradition in Malawi are highly valued and as such these ceremonies were prioritised higher than programme activities.

As funding for the FMS project through *Danmarks Indsamling 2016* ended in December 2017, it was decided that ASC should continue nurturing the FMS groups. ADRA Malawi will also promote the approach in other projects and has ensured that it has been taken up in the EU funded KULIMA programme, in which ADRA Malawi is an implementing partner. The ADRA International Technical

Learning Lab on Livelihood and Food Security has seen the potential of the FMS approach and has initiated an external evaluation of the FMS approach to document results, lessons learned and suggest recommendations for further improvements to the approach, to be completed mid-2018. This evaluation covers the implementation of FMS in Malawi and Zimbabwe. FAO in Malawi, Zimbabwe and Kenya have also shown an interest in the FMS approach as it complements FAO's farmer field school (FFS) approach by focusing on market access and value chain, while at the same time using a similar group-based experimental learning methodology to FFS.

Working with larger networks has proven to be a more effective strategy in Malawi than working with individual CBGs, as ADRA has seen the networks engage in more activities and work with a greater synergy towards a common goal. However, during the year it became clear that the networks do not have adequate skills in resource mobilisation, and have struggled to carry out all of their activities and meet their goals. As a result, ADRA has needed to increase capacity building in resource mobilisation and proposal development so that they have the necessary funds to carry out pertinent interventions.

Documentation has been one of the greatest challenges for most of the CBGs. Due to the lack of proper issue strategies, follow up of issues has not been easy for CBGs, or for project staff to track their progress. In order to help the CBGs with this, ADRA has continued to sensitise the CBGs on the importance of documentation for each and every stage in the advocacy process.

LESSONS LEARNED DURING 2017

The review of ADRA Malawi's media activities confirmed our understanding of the impact that these programmes have had in contributing to national debate and influencing duty-bearers. The review concluded that *'the media component has considerably strengthened the perception and understanding of ADRA as an important development actor... the fact that the Office of the Vice President, the National AIDS Commission, and the Police – amongst others – use these channels is an acknowledgement and indication of their popularity and clout.'*⁸ However, the review also highlighted the need for a clear strategy for the media activities, elaborating on how and when to see programmes as information, education and communication activities, and how and when they are instruments for advocacy. ADRA Malawi is exploring how to best develop and implement such a strategy.

Seeing the progress of advocacy issues can be challenging, particularly because many advocacy issues take a long time to gain momentum and reach completion, particularly if they require attention from national duty-bearers. For the media activities to remain relevant, ADRA Malawi needs to do proper follow ups on different issues after they have aired them to ensure that they are resolved or that there is a clear course of action taken by the relevant duty-bearers. ADRA will strive to continue to build closer partnerships with various stakeholders in order to conduct this follow-up.

Rwanda

CONTEXT UPDATES

Rwandan Parliamentary elections in 2017 saw women fill more seats in Parliament than in any other country, while an amendment to the constitution in December 2015 paved the way for the re-election of President Paul Kagame in August 2017 to a third 7-year term in office. In the 2018

⁸ International Development Partners, Review Report Action for Social Change (ASC) Malawi, May 2017, p.4 & 13.

World Press Freedom Index, Rwanda is listed as #156 of 180 countries rated. Censorship is ubiquitous as is self-censorship. Rwanda's overarching economic goal of growth acceleration and poverty reduction continue to build on remarkable successes, including high growth, rapid poverty reduction and reduced inequality. Socially, the strong economic growth has been accompanied by substantial improvements in living standards, with a two-thirds drop in child mortality in recent years and near-universal primary school enrolment. A strong focus on homegrown policies and initiatives has contributed to significant improvement in access to services and human development indicators.

In 2017, climate changes affected programme implementation especially the livelihood and food security activities. Prolonged sunshine, coupled with heavy rains resulted in hunger across different parts of the country.

MAJOR ACHIEVEMENTS DURING 2017

The ASC programme in Rwanda went according to plan, with all targets being met or exceeded. The approaches of the programme have been well received by both the communities and the local duty-bearers. ADRA has always intended for the ASC programme to use sustainable approaches, enabling people living in poverty to improve upon their own livelihoods and to hold their governments accountable for their rights as citizens. The ASC programme in Rwanda has made great strides, working closely with thousands of people for almost ten years, seeing improvements in income, active calls for change and government bodies responding to the needs of the people.

Budget cuts in 2017 pushed ADRA to make the decision to phase out the programme in Rwanda because of these great results. After almost ten years we could see that the communities were active, engaged and motivated, and that the local duty-bearers worked in partnership with the CBGs. The programme was phased out on the 30th of June 2018, and a number of the results the programme achieved have been documented in an external evaluation conducted just before the closure of the programme. Some of those results will be highlighted here, whereas others will be presented in the reporting of the 2018 results (in 2019).

Overall, the evaluation concluded that *'the Action for Social Change programme is an effective and efficient programme, with a good design and of high relevance in the reality in which it unfolds, giving the programme a good level of impact and an unusual level of expected sustainability... the evaluation found that the ASC programme objectives have been achieved to a very high extent as documented among others as having over-achieved towards set targets.'*⁹

Change Area A: Community structures that permit community members to communicate their needs, concerns and rights are in place

Throughout 2017, ADRA worked with 510 CBGs in Rwanda, including health, education and livelihood CBGs. CBGs have been mentored in establishing relationships with duty-bearers and facilitating community dialogues. ADRA has also supported CBGs to access media platforms to publicly voice their issues and advocate for change.

The CBGs worked towards a shared vision and were capacity built to solve conflicts and work in a democratic manner. ADRA continued to support the CBGs to develop/refine and implement internal regulations, by-laws, and action plans. The evaluation team saw many examples of how the capacity building in peace and reconciliation has been used, and how it has paved the way for the

⁹ Birgitte Jallof, End evaluation of the ADRA Action for Social Change Programme in Rwanda, June 2018

principles of democracy and resilience. For example, the president of the Imboni Cooperative, Antoinette Kayitesi told that they in their cooperative had discussed how women are actually very good leaders... they are used to manage their families and know how to negotiate and find good solutions for all. She stressed that the leadership capacity building had helped structure this a lot.¹⁰

The ASC programme trained CBGs to acquire advocacy skills to promote the rights of their members through encounters with local authorities. Advocacy is very difficult in Rwanda due to the level of strict government control. However, CBGs found a way to politely bring up issues to the duty bearers at local levels – and the ASC groups actually, despite the complicated access to the national level and the suppression there, managed to bring issues through to the national level. In 2017, 16 out of 75 issues raised were addressed by the relevant duty-bearers. From the beginning of the programme to date, 99 out of 158 issues, representing 62.6 %, have been addressed by the relevant authorities. In Mutuntu sector, there was an issue of low attendance and high drop-out rates at GS Gisayura and Kugituntu schools because children had to cross the Mbirurume river in order to get to school. The PTAs of GS Gisayura and Kugituntu advocated for a bridge to be constructed across the river during a community discussion. The duty-bearers present during this discussion included the Sector army commander, the Sector executive secretary, and the district education authorities. After hearing the communities arguments, the duty-bearers promised to organise a community activity, whereby the community of Mushubi sector of Nyamagabe and Mutuntu of Karongi, together with the army, would participate in the construction of the bridge in order to solve the issue.

ADRA also facilitated health CBGs to organise HIV awareness campaigns through competitions and exchange visits during which the community was sensitised on the importance of voluntary counselling and testing. As a result, 665 people received the free health services. The concerned people now know their HIV status and are taking appropriate measures concerning their health.

Change Area B: Community members have the knowledge and skills to claim and realise their rights and utilise livelihood opportunities

ADRA Rwanda enhanced the livelihoods of CBG members through capacity building in livelihood diversification and strengthening livelihood strategies. These included improving production, beekeeping, fish farming and VSLA management. CBGs have been supported to become registered cooperatives, giving them a legal identity, and have acquired skills to identify markets.

CBGs working with the ASC programme are a channel for community members to increase their knowledge and skills in order to implement their activities. In regards to livelihood and food security, ADRA provided 6,343 farmers with agricultural extension materials supplied by the Ministry of Agriculture, which helped improve their skills and increase their productivity. The ASC programme helped CBG members to understand the importance of income generating activities in the improvement of their livelihoods. ADRA facilitated CBGs and VSLA group members in different activities that enabled them to invest in small businesses. By the end of 2017, 554 people were engaged in profitable income generating activities.

From the beginning of 2017, ADRA worked with 12,984 CBG members. Approximately 80% of them are literate. As CBG members become literate, they also become more able to analyse issues of concern and take actions accordingly. To increase the number of literate CBG members, the programme continued to facilitate CBGs in Karongi and Nyamasheke Districts to use REFLECT circles

¹⁰ Birgitte Jallo, End evaluation of the ADRA Action for Social Change Programme in Rwanda, June 2018

operating in their areas. In September, after attending a one-year REFLECT programme, 1,651 adult learners including CBG and community members passed the government literacy test and graduated. With the gained literacy skills, the members enhanced their capacity to analyse and solve issues faced in their daily lives.

Josephine Nyiransabimana is a member of the Duterimbere REFLECT circle. Before joining the circle, she was extremely poor and her house was very old. After joining the REFLECT circle, she began to participate in VSLA activities in the same circle. She received a loan and started making and selling cakes at Mukungu commercial center. She loaned a total of RWF 60,000 (approx. USD \$70) to invest in her business. When she started the business, she was using 12.5kg of wheat flour per week and now she is using 75kg per week. With the profits she receives from her business, she has bought two plots of land, four sheep for rearing, and renovated her house.

Change Area C: Social norms support the equal participation of all citizens

*'It is the review team's conviction that the ASC programme's bottom up approach has potential to rollback these stereotypes and attitudes that devalue women – as demonstrated. Besides from the approaches used, embedding resource persons in communities and focusing on social norms as one of the change areas, the programme was found both relevant and effective also in this respect.'*¹¹

In 2017, ADRA continued to facilitate CBG members to discuss negative aspects of social norms and how to mitigate their implications on development. ADRA continued to identify social norms with CBGs and to facilitate CBGs to debate the negative and positive effects of prevailing social norms on their development. During the debates, it transpired that most of the prevailing negative social norms were addressed through multiple national policies and regulations but a continuous dissemination among CBGs is needed to mitigate the negative impact of these norms which hinder social and economic development.

During 2017, 318 out of 510 CBGs, representing 62%, had equal participation of females and males in leadership committees and auditing committees. During the evaluation, the consultants reported that all CBGs visited stressed the importance of women's new empowered role and self-esteem.¹² Community and CBG members have changed their mind on some negative social norms, such as women's participation in beekeeping. Culturally in Rwanda, women do not participate in apiary activities. The myth is that if they do, bees die. This constitutes a source of conflict among community members and discrimination against women and hindrance to development. An example of these changing attitudes is the Intangarugero beekeeping cooperative of Mahembe, which has 26 members of whom 14 are women who actively participate in apiary activities.

In addition to ADRA addressing social norms related to gender, the activities in the ASC programme also worked towards diminishing stigma and taboo around HIV/AIDS, through CBGs and schools. The evaluation found that where HIV/AIDS was systematically addressed, there were also many incidences of people who were not HIV positive wanting to engage in the groups of HIV positive members and to follow advice on healthy living. In many of the schools' HIV/AIDS clubs, work was carried out to systematically change misconceptions around sexual and reproductive rights, also in an effort to address the steep increase in the number of teenage pregnancies.¹³

¹¹ Birgitte Jallo, End evaluation of the ADRA Action for Social Change Programme in Rwanda, June 2018.

¹² Birgitte Jallo, End evaluation of the ADRA Action for Social Change Programme in Rwanda, June 2018.

¹³ Birgitte Jallo, End evaluation of the ADRA Action for Social Change Programme in Rwanda, June 2018.

PLANS, CHALLENGES AND DEVIATIONS DURING 2017

During 2017, as a result of ADRA Denmark's upcoming Strategic Partnership with Danida, it was decided to phase out the ASC programme in Rwanda in the first half of 2018. This decision slightly changed the trajectory of the programme in 2017, as planning of new activities were dropped in favour of activities, which would support the sustainability and resilience of the CBGs in the long run.

The capacity building activities of the ASC programme do not find an appropriate place within the annual district performance plans (Imihigo Contracts). This has always been a problem because the districts prioritise service delivery and structural contributions instead of capacity building activities. Year in, year out, district authorities insist that all development partners should prioritise service delivery activities included in the district performance contracts, or risk being banned from operating in the districts. This has long constituted a challenge for the ASC programme, which does not conduct service delivery activities. One way we tried to reduce this conflict has been to ask the district authorities to instead see what the programme could provide the communities through its capacity building activities, rather than demand that the programme adapt its activities for the district plans. Although there was appreciation for this approach, it was not fully agreed to, so ADRA was again risking being considered irrelevant according to the district development plans.

Further, due to contractual issues, there were very limited media activities in 2017. Radio activities normally play a large part of the ASC programme activities in Rwanda but due to delayed contract negotiations with the radio broadcasters, only three programmes were aired during 2017. Although the new stations had a larger national reach, the time it took to establish the agreements meant that most media activities were put on hold for the year and the budgets allocated to these activities were redirected.

LESSONS LEARNED DURING 2017

Although these lessons learned are not necessarily going to be applied in the ASC programme in Rwanda, they are in many ways applicable to all ASC programmes.

Throughout the duration of the programme it has become clear that national level advocacy efforts need to be more strategic in order to be successful. It would be beneficial for CBGs to align with larger networks and alliances in order to take their issues further. In this regard, media could be used in a more systematic and strategic way. By supporting these larger networks to gain access to media platforms, as producers and discussants, ADRA could increase the reach of the CBGs, while at the same time improving the sustainability of the programme.

Another key lesson learned throughout the ASC programme in Rwanda relates to staff and organisation, i.e. having the adequate capacity of staff both in terms of personal qualities and technical knowledge. ADRA Rwanda spent an important part of the first years of the programme ensuring the staff's capacity to match the approaches and values of the ASC programme. This has been instrumental in the success of the programme. Working in an environment where service delivery is still the norm, having staff which understand and appreciate capacity building approaches has been vital for the programme and has been a significant but essential investment for the programme's success.

The evaluation also found that the duration of the programme, in the case of Rwanda nine years, was the minimum desired duration for a programme of this nature. Changing mindsets takes time. The evaluation found that although some of the results could have been extracted after six years of

implementation, without the additional three years, there would not have been the same amount of time to root and anchor the new attitudes.¹⁴

Uganda

CONTEXT UPDATES

Civic space continued to narrow in Uganda during 2017, thus affecting the advocacy work of NGOs in the country. The proposed constitutional changes that will allow the current president to run for an unprecedented sixth term in office, as well as amendments to the Land Act (1998) seeking to provide for compulsory acquisition of land for government projects, coupled with the use of the NGO Act prohibiting NGOs from carrying out any activities that are 'prejudicial to the security, interests or dignity of the people of Uganda', without defining these terms caused a lot of tension and censorship of civil society organisations. Public community dialogues and media platforms in Uganda were increasingly exposed to censorship from security organs. Consequently, duty-bearers and rights-holders at all levels were hesitant to discuss or raise issues affecting their communities. Several local NGOs and local radio stations, receded their stand on advocating for issues related to land in fear of being black listed or even de-registered by the government.

ADRA Uganda also had to pause advocacy activities involving the existing land principles. Although issues related to land are sensitive, ADRA Uganda plans to continue to find ways to build alliances with relevant stakeholders and work with local communities to establish a link where locally rooted advocacy issues in relation to land rights and education are raised at a national level.

The election of Local Council leaders one and two (LCI & II), which was supposed to take place in 2017 was further delayed, causing a vacuum in local government as well as village leadership structures. As these local leaders are key stakeholders at village level, this challenged the community-led advocacy work of ADRA throughout 2017 as the handling of some issues identified by communities requires the mandate of the Local Council leaders.

MAJOR ACHIEVEMENTS DURING 2017

Throughout 2017, ADRA focused on promoting sustainability by supporting and mentoring mature CBGs and networks to support weaker or new groups/networks in the communities. ADRA continued to build the capacity of local communities including right-holders, duty -bearers and local government structures so that people living in poverty are enabled to participate and contribute to realise their rights to sustainable development.

The ASC programme worked in collaboration with a livelihood project (the FAIR CHILD project) funded by *Danmarks Indsamling*, where selected CBGs supported through the ASC programme have been mentoring and training community groups targeted by this project. In this way, the ASC programme contributed to extend its support to some of the most vulnerable households in Karamoja which did not previously receive support through ADRA.

The FAIR CHILD project focuses on reducing hunger among children by empowering vulnerable/food insecure households through working with 45 CBGs from the ASC programme. The targeted households utilise the proceeds from income generating activities (IGAs) to purchase and put food on the table for their children. The project builds the capacity of the CBG members in different ways, including back yard farming, making composite manure, basics of child care and rights, nutrition skills and basic food preservation methods. The project also oriented them in

¹⁴ Birgitte Jallo, End evaluation of the ADRA Action for Social Change Programme in Rwanda, June 2018.

enterprise/IGA management, record keeping, basic financial literacy, goat rearing for business and value addition with the intention of empowering them to successfully manage their businesses. The project also links targeted households to existing VSLAs, as well as ASC advocacy platforms. The results of this project are reported to *Danmarks Indsamling* throughout the life of the project.

Change Area A: Community structures that permit community members to communicate their needs, concerns and rights are in place

During 2017, ADRA strengthened the capacity of 93 existing CBGs to fulfil their roles and mandates as civil society actors, so that their members can articulate their issues of concern and engage with local authorities. ADRA has continued to increase its focus on strengthening the organisational capacity of mature CBGs to build the capacity of weaker groups in order to promote sustainability, whilst at the same time extending the coverage and increasing the impact of the programme in Karamoja.

ADRA has, throughout 2017, focused its support on strengthening advocacy platforms, such as community accountability meetings (*barazas*), children's/youth magazines, school dialogue meetings and radio programmes for CBGs to articulate their needs and concerns. Throughout 2017, 20 live radio talk shows and 30 pre-recorded radio programmes, addressing issues identified by the local communities, were broadcast on local radio. The radio programmes addressed challenges related to various issues, including children's rights to education (lack of teachers, lack of latrines in schools, defilement, shortage of classrooms and dormitories, lack of lighting in boarding schools, amongst others) and access to health services (shortage of health personnel, lack of drugs and medical equipment, non-functional health centres, etc.).

In 2017, ADRA also supported the launch of a children's/youth magazine, which provided a platform for the youth of the area to voice their issues of concern. The magazine has attracted the attention of Karamoja Members of Parliament, the Minister of State for Primary Education, and the Minister of Integrity, resulting in the development of the 'Northern Karamoja Education Declaration'. The declaration is a document which was signed by all stakeholders at national, district, sub-county levels, committing to campaigning against issues affecting the education of both girls and boys. Key issues raised by the children in the magazine included defilement, child labour, forced marriages and alcoholism.

These various platforms provided space for accountability and dialogue with local duty-bearers. Through ADRA's use of a citizen-centred approach to advocacy, 10 out of 60 CBGs were actively involved in advocacy and engaged with duty-bearers at local and district level. Throughout 2017, 31 new and 26 ongoing advocacy initiatives were undertaken at local and district level by CBGs. As a result of ADRA's intensive support to strengthen advocacy platforms, 82% of issues (47 out of 57) raised by CBGs were addressed by duty-bearers compared to 50% in 2016. One of the issues addressed included the poor quality of health care and shortage of doctors at the hospital in Kaabong. Three CBGs supported by ADRA (Biafra Atasioma, Kapilan bar Atousutu and the Kaikamaryang Health Group) allied with the town council to raise the issue at district level. As a result, the district lobbied the government and other development partners to secure that the hospital, which previously had only one doctor employed, now has four doctors.

Change Area B: Community members have the knowledge and skills to claim and realise their rights and utilise livelihood opportunities

ADRA supported 1,890 CBG members to engage in livelihood opportunities, such as agricultural activities, including crop farming and livestock trade, retail businesses, as well as the sale of

groceries, cereal banking and VSLAs. Consequently, there was a steady increase in the number of CBG members engaged in income generating activities from 57% in 2016 to 77% by the end of 2017.

Additionally, 1,417 VSLA members (344 males and 1,216 Females) have increased their annual savings and 1,522 members used part of their loans or savings for income generating activities. VSLAs proved particularly significant as the money earned from VLSAs assisted many CBG members to buy food and necessities for the family, to invest in income generating activities and to send their children to school. Funds were also used to improve the conditions of households, with 66% of VSLA members in 2017 (1,248 out of 1,890) using their savings for that purpose, whereas 24% of members (451 out of 1890) contributed to community improvement such as repair of boreholes, school fees for orphans, and construction of grass thatched huts for the elderly.

Change Area E: Local and national executive authorities have the capacity, resources and willingness to respond to the needs and claims raised by people living in poverty

During 2017, ADRA continued to strengthen the understanding of local duty-bearers as well as local management structures on human rights and on how to execute their mandates in accordance with their roles and responsibilities. Subsequently, their receptiveness to encounters with rights-holders was strengthened.

By the end of 2017, 69 management structures, including Sub County Councils, Land Area Committees and Parish Development Committees were trained on their roles and responsibilities and how to monitor government programming. As a result, Parish Development Committees were able to facilitate the involvement of local communities in identifying and prioritising development issues, which have since been included in parish development plans and Sub County budgets. For example, the installation of lighting systems at the Lochom Primary School was identified and funded, the rehabilitation of Naryamaoi Health Center II was included in the Nariamaoi parish development plan, the rehabilitation of five boreholes in Abim Town Council was identified and included in the parish development plan and by the end of the year all five boreholes were repaired. The need for a ten-kilometre access road from Sidok Sub County to Loyoro Sub County was identified and eventually the road was funded under the Northern Uganda Social Action Fund.

The training of 11 Area Land Committees and elders' councils on their roles and responsibilities, land registration procedures and land tenure systems proved to be instrumental in resolving conflicts related to e.g. land grabbing and land disputes between different ethnic groups. The area land committee of Sidok Sub County in Kaabong was instrumental in helping persons returning to the old Lolelia, a fertile belt that has been deserted for a long period of time because of insecurity, without creating antagonism among the people resettled there. The Area Land Committees of Abim town council was instrumental in resolving the conflict between Aywee primary school and the surrounding community, which was done in cooperation with the magistrate's court and the elders.

ADRA will continue to support and facilitate capacity building of Area Land Committees, Sub County Security Committees, Parish Development Committees and Sub County Councils so that they can execute their roles and responsibilities effectively. Future trainings will cover structures established in newly established parishes and Sub Counties.

PLANS, DEVIATIONS AND CHALLENGES DURING 2017

Civic space continued narrowing throughout 2017. ADRA experienced during 2017 how security agencies tracked and recorded whatever transpired at various community meetings supported by development partners, as the government was trying to restrict community discussions on the

government's desire to amend the constitution. ADRA had to temporarily put programme activities related to land rights on hold due to threats from security organs, however, ADRA was able to resume work and will continue to orient and train Sub County Area Land Committees on the land laws, the implications of the amendments and their role as custodians and arbitrators of land related conflicts in their localities. This is envisaged to position them to challenge and contribute meaningfully to any debate/consultation related to the land laws in the country.

The low levels of literacy among the targeted communities in Karamoja continue to pose a challenge to programme implementation. The CBGs targeted by the programme rely on a limited number of resource persons, including their school going children, for record keeping and documentation. ADRA continues to lobby other partners to support targeted Karamojong communities with functional adult literacy programmes.

Local duty-bearers are often left with few remedies to provide basic services or include rural populations in participatory processes. The little funding channelled down to local government challenges management structures among many districts in the country. ADRA will continue to support the capacity of local structures, such as e.g. Parish Development Committees and advocate through district steering committee for further resources to the area.

LESSONS LEARNED DURING 2017

Throughout 2017, it became clear that working with building the stronger CBGs' organisational capacity to support other CBGs in targeted areas has many advantages compared to ADRA alone providing the trainings and support to CBGs. This approach has made it possible to reach a larger segment of the population, whereby a greater number of people have benefited from the training sessions provided by the ASC programme. The focus on supporting stronger CBGs or smaller grassroot organisations to train and support other groups in the community will continue in the coming years.

A number of social norms continue to have a negative impact on development, participation and equality, particularly those limiting the rights and participation of women and girls, such as early marriages, defilement, and child labour. ADRA has learned the importance of acknowledging and strategically engaging religious and traditional leaders, as they are decision makers within the local community and custodians of culture and religious beliefs that determine the social norms. ADRA will therefore increase focus in the coming years on building the capacity of local traditional and religious leaders to strengthen their capacity to understand the effects of negative social norms that impact participation, as well as work with such leaders to advocate for changing negative social norms.

ADRA has learned that although the citizen-centred approach to advocacy has proven to be successful in the context of Karamoja, the approach has its limitations when it comes to issues raised at local level, which require the attention of duty-bearers at national level. Education policies and laws related to land boundaries affect all districts in Karamoja, however it is the central government which dictates these policies. ADRA will, therefore, strengthen their organisational capacity to raise advocacy issues identified at local level to a national level.

Zimbabwe

The ASC¹⁵ programme in Zimbabwe was phased out by the end of 2016, after a three-year period of implementation. The phasing out process during 2016 went well and activities that needed further support were integrated into another project, the 'Wealth in the Soil' (WITS) project, supported by ADRA Australia. A key activity of ASC/CSDI had been to capacity build the Peri-Urban Vegetable Producers Union. By the end of 2016 this organisation had grown to maturity and could manage without further direct support. The programme achieved great results, particularly in regards to new policy development for peri-urban farmers. The specific details of the results of this programme have been reported on in ADRA Denmark's 2016 Framework Results Report.

During 2016, CSDI was engaged in a process of national policy formulation for the horticulture sector. This process literally continued until the last day of 2016. After having held nine stakeholder forums throughout the country a policy drafting workshop was planned for December 2016, in which key CSDI staff took part.

By the end of 2016, ADRA Denmark was approached by ADRA Zimbabwe with a request to contribute to the salary of the two most senior CSDI staff for the first six months of 2017. The aim was to give them some extra time to document the lessons learned from being actively involved in the policy process mentioned above and to smoothen the transfer of some key activities to the WITS project, not least VSLAs and Farmer Market Schools, which were new for this project.

The successes and lessons learned through the policy formulation process have been documented through the report, 'Stakeholder Forums and Policy Advocacy - Paper on the experiences of the CSDI project with using the stakeholder forum approach to policy advocacy and smallholder farmer's inclusion in horticulture value chains in Zimbabwe'. The activities transferred to WITS, and in particular the FMS approach have been evaluated in 2018 and found to be very successful. An evaluation report by Esbern Friis-Hansen, 'Farmer Market School Zimbabwe - Evaluation of ADRA Zimbabwe support for FMS 2016-2018' is currently being finalised.

DEVELOPMENT EDUCATION IN DENMARK DURING 2017

CAMPAIGN: SAME-SAME – BUT DIFFERENT

We see it as our responsibility as a Danish humanitarian and development organisation to give the Danish population a better understanding of the life in developing countries and issues concerning development work in general.

For the past three years, we have run the campaign *Same-Same - but different* in collaboration with both ADRA Rwanda and ADRA Uganda. The campaign targets Danish students in schools and high schools. In the 2016-2017 period, the goal of the campaign was to give the students a better understanding of ADRA's work in Karamoja, Uganda and of some of the main challenges and dilemmas working with the indigenous people of that region.

In late 2016, four ADRA Youth members visited ADRA projects in Karamoja, where they collected pictures, videos and case stories for use in information activities in 2017. During 2017, the group from ADRA Youth toured Danish elementary schools and boarding schools with a presentation based on their visit to Karamoja. They made a total of 14 presentations, mostly for one to three classes at a

¹⁵ ASC had by then shifted its name to Community Strengthening Development Initiative (CSDI) in order to prevent running into resistance from the local authorities.

time and occasionally for an entire school. They also held a presentation at the annual meeting for the Danish Adventist Church. The focus was on equality and women's rights.

Both during and after the trip, posts were made on the ADRA Youth and ADRA Denmark Facebook pages. An article was also written for the magazine *Adventnyt*.

In 2017, we also continued our collaboration with the communication bureau *PERISKOP* and further developed the digital education platform <http://www.same-same.dk/> with video material from Karamoja. The main focus of this campaign was also on equality and women's rights.

THE PEOPLE'S POLITICAL FESTIVAL

In 2017, ADRA Denmark organised a debate during The People's Political Festival (*Folkemødet*) in the Between Heaven and Earth tent. Our debate was arranged in collaboration with DMRU and Danmission with the headline '*Does Religion Stand in the Way of Promoting Women's Rights in Development Work?*' The panellists were representatives from the Catholic Church, Danish Muslim Aid, the Danish Mission Council Development Department and the Danish Institute for Human Rights.

TOUR TO BURUNDI

In the last part of 2017, ADRA Denmark visited some of the beneficiaries in Burundi to collect cases for our information activities. Following this trip, ADRA made a round of presentations and developed information materials to convey the stories we collected. These included:

1. Kick-off at Nærum School for the 7th grade project assignment 'The school in real life', about combating poverty in Africa.
2. Presentation to a class from the International Social Workers line, Metropol. Teacher Susanne Winther commented that *"The students were very positive. They thought the presentations were serious and professional, they felt a great hospitality. They were also happy to see your approaches which gave a good picture of how social work may also be, as was the purpose. They also said that they learned a lot about international social work in general, but in particular, it was an eye opener for many of them, what being a religiously founded organisation means in practice. As their teacher I think that your presentation made what I'm trying to teach, much more tangible and concrete, and I was also very satisfied."*
3. Newsletter to private donors and members about the situation of the Batwa women in Burundi.



ANNEX ONE:

Final Accounts for ADRA Denmark's 2017 Framework Agreement

**Danida Journal no.:
2014-11869**



LIST OF CONTENTS

- Management's Endorsement
- Independent Auditor's report
- Accounting report
- Applied accounting policies
- Accounts

MANAGEMENT's ENDORSEMENT

Hereby the final accounts for the "Framework Agreement 2017". The agreement was funded by Danida and administrated by ADRA Denmark.

It is hereby declared that

- The final accounts are prepared in accordance with the Danish Ministry of Foreign Affairs reporting requirements and guidelines.
- We consider the accounting policies to be appropriate and the accounts for the Framework Agreement to give a true and fair view of activities for the period January 01 to December 31, 2017.
- Further, in our opinion, business procedures and internal controls have been established to ensure that the transactions covered by the Framework Agreement comply with appropriations granted, legislation and other regulations and with agreements entered into and usual practice, and that due financial consideration has been taken of the management of the funds and the operation of the activities comprised by the Framework Agreement.
- In addition, in our opinion, systems and procedures are established that support economy, productivity and efficiency.

Nærum, 10 September 2018



Jens M. Vesterager
Secretary General



Kristel Krøll Thomsen
Finance Director

Independent auditor's report

To ADRA Danmark (grantee) and The Danish Ministry of Foreign Affairs (grantor)

Opinion

We have audited the final accounts for Framework Agreement of ADRA Danmark for grants received under the Ministry of Foreign Affairs of Denmark's framework agreement, j.no. 2014-11869 for the period 1 January - 31 December 2017. The Final Accounts for the Framework Agreement are prepared in accordance with the Ministry of Foreign Affairs of Denmark's Administrative guidelines for Danish organisations with framework agreement cf. Grant letter of 5 January 2017 (in the following referred to as "the grantor's guidelines").

In our opinion, the final accounts for Framework Agreement are, in all material respects, correct, i.e. prepared in accordance with the grantor's guidelines.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark as well as public auditing standards cf. the Ministry of Foreign Affairs of Denmark's audit instructions, "Instructions on performing audits in connection with Framework Organisations' management of framework activities in developing countries". Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the final accounts" section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the grantee in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

Emphasis of matter in the final accounts - accounting policies and restriction on distribution and use

It should be noted that the final accounts are prepared in accordance with the grantor's guidelines. The final accounts have been prepared to help the grantee observe the accounting provisions in the grantor's guidelines. Consequently, the final accounts may be unsuitable for other purposes.

Our report has been prepared solely for the use of the grantee and the grantor and should not be distributed to or used by any party other than the grantee and the grantor.

We have not modified our opinion in respect of this matter.

Emphasis of matter regarding the audit

In accordance with the grantor's guidelines, the grantee has included the budget figures approved by the grantor as comparative figures in the final accounts. The budget figures have not been subject to audit procedures.

Management's responsibility for the final accounts

Management is responsible for the preparation of the final accounts that are, in all material respects, correct, i.e. prepared in accordance with the grantor's guidelines and for such internal control as Management determines is necessary to enable the preparation of final accounts that are free from material misstatement, whether due to fraud or error.

Independent auditor's report

Auditor's responsibilities for the audit of the final accounts

Our objectives are to obtain reasonable assurance as to whether the final accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and additional requirements applicable in Denmark as well as public auditing standards, cf. the Ministry of Foreign Affairs of Denmark's "Instructions on performing audits in connection with Framework Organisations' management of framework activities in developing countries" will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the final accounts.

As part of an audit conducted in accordance with International Standards on Auditing and additional requirements applicable in Denmark as well as public auditing standards, cf. the Ministry of Foreign Affairs of Denmark's "Instructions on performing audits in connection with Framework Organisations' management of framework activities in developing countries", we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the final accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the final accounts 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 grantee's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

Statement on compliance audit and performance audit

Management is responsible for ensuring that the transactions included in the financial reporting comply with appropriations granted, legislation and other regulations and with agreements entered into and usual practice; and that due financial consideration has been taken of the management of the funds and operations covered by the final accounts. Consequently, Management is responsible for establishing systems and procedures supporting economy, productivity and efficiency.

In performing our audit of the final accounts, it is our responsibility to perform compliance audit and performance audit of selected items in accordance with public auditing standards. When conducting a compliance audit, we test the selected items to obtain reasonable assurance as to whether the transactions covered by the financial reporting comply with the relevant provisions of appropriations, legislation and other regulations as well as agreements entered into and usual practice. When conducting a performance audit, we perform assessments to obtain reasonable assurance as to whether the tested systems, processes or transactions support due financial considerations in relation to the management of funds and operations covered by the final accounts.

We must report on any grounds for significant critical comments, should we find such when performing our work.



Independent auditor's report

We have no significant critical comments to report in this connection.

Copenhagen, 10 September 2018

ERNST & YOUNG

Godkendt Revisionspartnerselskab

CVR no. 30 70 02 28

A handwritten signature in blue ink, appearing to be 'Alex Petersen', is written over the printed name and title.

Alex Petersen

State Authorised

Public Accountant

MNE no.: mne28604

ACCOUNTING REPORT

Grant

On January 5, 2017 Danida granted 22,100 TDKK towards a Framework agreement for 2017 with ADRA Denmark.

Budget

In December 2016 ADRA submitted the budget to Danida, which was approved on January 12, 2017. A revised budget for 2017 was approved by Danida on October 26, 2017.

The budget allocation on sectors was in the approved budget based on an overall assessment of the projects. Sectoral allocation of the actual expenses is based on an assessment of the activities in each project/country and the same allocation are used in the shown budget per country per sector. The budget deviations on sectors per country do not express a change in approved project activities, but the budgets on sectors were not adequate allocated in the approved sector budget.

Funding

In addition to the grant of 22,100 TDKK is earned interest of 8 TDKK and an opening balance from 2016 of 115 TDKK. Total available funds in 2017 were 22,223 TDKK from Danida.

In addition to this ADRA has funded projects in Burundi, Malawi and Uganda of 1,950 TDKK with funds from 'Danmarksindsamling'.

Unspent balance

As of December 31, 2017, the accounts show a total consumption of 21,964 TDKK. Leaving a balance of 259 TDKK which is carried forward to be used in 2018.

Final and unsettled project accounts

Apart from RA6015 Zimbabwe the programmes within the 2017 Agreement continues in the lot CIV Strategic Partner Agreement in 2018.

Further, there are no unsettled project accounts nor any audit reservations in the individual accounts.

APPLIED ACCOUNTING POLICIES

The final accounts for the Framework Agreement are presented in accordance with the Ministry of Foreign Affairs administrative guidelines for Danish organisations with a Framework Agreement.

The applied accounting policies are the same as for ADRA Denmark's Annual financial report for 2017. The recognition criteria for costs is when expenses are incurred by the partners.

Annual, locally audited project accounts are prepared for all projects. The local audit firms used in the project country are approved by ADRA Denmark and Ernst & Young. The revised project accounts along with expenses incurred in Denmark form the basis of the current accounts.

In Denmark, direct costs related to the management of projects is included. The included costs primarily relate to technical assistance to the projects, travel expenses relating to feasibility studies, monitoring and review as well as consultants.

Transfers to the projects are mainly done in USD and EURO. Exchange rates between DKK and USD/EURO is registered per project based on the actual realized rates on transfers as well as local currencies. Weighted average exchange rates are used.

Project interest earned in the year is stated in the total settlement for the year. Interest earned is considered as part of the Framework Agreement. Accrued interest is recognized as income and the use of these is reported on an equal footing with other Framework funds.

Wherever possible, interest-bearing accounts are used in the project country. However, in many of the countries involved, accounts are not interest-bearing, so most of the projects do not have interest income in the project country. Interest earned in the project country is calculated under the project specification and separately on the project balance sheet.

Frame accounts - Summary

ADRA Denmark

Frame accounts for the year: 2017

The latest approved budget from the Ministry of Foreign Affairs has been applied

All amounts in 1,000 DKK

Disposition of the Grant (Income and Expense Statement)	Budget	Actual	Deviation in pct.
Income			
Own Funding			
Liquid funds (min. 5% of PPA ex. liquid funds)	2.300	1.950	-15,2%
Match- and Co-funding	3.808	2.856	-25,0%
Other funds raised in Denmark (not liquid funds)	0	0	
Other funds	0	0	
Own Funding Total	6.108	4.806	-40,2%
Frame funds			
Opening balance	115	115	0,0%
Transfer from Danida (total grant for the year)	22.100	22.100	0,0%
Interest income	0	8	
Frame funds Total	22.215	22.223	0,0%
Income (Frame funds + Liquid funds from Own funding)	24.515	24.173	-1,4%
Consumption programme- and project support (PPS)			
Programme and Project activities (PPA) (including liquid funds)	21.098	20.608	2,3%
Programme and Project related information (PRI-funds)	381	248	35,0%
Additional Activities	1.473	1.537	-4,3%
Audit	110	85	22,6%
Administration (max. 7% of Frame funds)	1.453	1.436	1,2%
Consumption Total (Frame funds + Liquid funds from Own funding)	24.515	23.914	2,5%
Here of Frame funds	22.215	21.963	
Unused Frame funds for the year	0	259	
Carried forward to 2018		259	

Unused funds carried over to next year (max. 10% of grant of the year)	0,0%	1,2%
Equity ratio (min. 20% of PPA)	32,5%	25,8%
Liquide funds (min. 5% of the own funding total)	12,2%	10,5%
PRI-funds (max 2% of PPA funds)	1,7%	1,1%
Administration (max 7% of total frame funds)	7,0%	7,0%

Deposits from the Ministry of Foreign Affairs (Liquidity)

Primo balance deposits from the Ministry of Foreign Affairs	115
Payments in year from the Ministry of Foreign Affairs	22.100
Interest	8
Liquidity in year	22.223

Programme and Project activities (Frame programs only)	18.658
Programme and Project related information (PRI-funds)	248
Other activities	1.537
Auditing	85
Administration	1.436
Total payments	21.963

Ultimo balance deposits from the Ministry of Foreign Affairs	<u>259</u>
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Receivable from Danida:

Year	Receivable start of year	Grant for the year	Received from Danida	Receivable end of year	Interest income
2015	0	37.000	37.000	0	15
2016	0	24.500	24.500	0	4
2017	0	22.100	22.100	0	8
Total	0	83.600	83.600	0	26

ADRA Denmark Frame Accounts 2017 - Programme and Project activities (PPA)

All amounts in 1,000 DKK

Region/Country/Budget	Org. J. no.	Sectors												Activity specific monitoring (of consumption per country)				
		Health		Govt. & Civil society		Education		HIV/AIDS		Agriculture		Sub Total		Deviation		in DKK	in pct.	in pct.
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	in DKK	in pct.			
Africa		441	477	9.204	9.034	2.547	2.166	2.592	2.903	6.310	6.029	21.098	20.608	-490	-2%			
Burundi		321	396	2.262	2.273	0	0	0	0	1.418	1.405	4.000	4.074	74	2%			
Action for Social Change	RA0523	321	396	1.762	1.801					1.418	1.405	3.500	3.603	103	3%	569	16%	
CIVICS (Danmarksinds. 2015)	DI0525			500	472							500	472	-28	-6%			
Malawi		0	0	2.153	2.150	0	0	2.192	2.519	3.002	2.552	7.350	7.222	-128	-2%			
Action for Social Change	RA2012	0	0	2.153	2.150			2.192	2.519	1.802	1.475	6.150	6.144	-6	0%	485	8%	
Farmer Market Schools (Danmarksindsamling 2016)	DI2016									1.200	1.078	1.200	1.078	-122	-10%			
Rwanda		0	0	2.500	2.397	1.100	1.055	400	384	1.000	959	5.000	4.794	-206	-4%			
Action for Social Change	RA2516			2.500	2.397	1.100	1.055	400	384	1.000	959	5.000	4.794	-206	-4%	284	6%	
Uganda		120	80	2.260	2.184	1.447	1.111	0	0	772	994	4.600	4.370	-230	-5%			
Action for Social Change	RA4510			2.080	2.064	1.447	1.111			472	794	4.000	3.969	-31	-1%	327	8%	
Fair Child (Danmarksindsamling 2017)	DI4511	120	80	180	120					300	201	600	401	-199	-33%			
Zimbabwe		0	0	30	30	0	0	0	0	118	118	148	148	0	0%			
Action for Social Change	RA6015			30	30					118	118	148	148	0	0%	4	3%	
Total		441	477	9.204	9.034	2.547	2.166	2.592	2.903	6.310	6.029	21.098	20.608	-490	-2%	1.670	8%	
Deviation	in DKK	-	35		-170		-381		310		-281		-490					
Total Frame Programmes only		321	396	8.524	8.442	2.547	2.166	2.592	2.903	4.810	4.751	18.798	18.658	-140	-1%	1.670	8%	

ADRA Denmark Frame accounts 2017 - Specification of additional frame activities

All amounts in 1,000 DKK

	Budget	Actual	Deviation in pct.
Feasibility studies	500	528	5,6%
Monitoring and reviews	700	721	3,0%
Specially agreed Frame activities (specified below)	273	288	5,5%
Total additional activities	1.473	1.537	4,3%

Specification of Specially agreed Frame activities	Budget	Actual	Deviation in pct.
Ph.d.	23	22	-2,3%
Partner workshop	250	265	6,2%
Total specially agreed Frame activities	273	288	5,5%

ADRA Denmark Frame accounts 2017 - specification of own funding

All amounts in 1,000 DKK

Liquid funds (min. 5% of own funding total)	Budget	Actual	Pct.
Danmarks Indsamling 2015 Burundi	500	472	24%
Danmarks Indsamling 2016 Malawi	1.200	1.078	55%
Danmarks Indsamling 2017 Uganda	600	401	21%
Total	2.300	1.950	100%

Co-funding	Budget	Actual	Pct.
ADRA Sweden, SIDA (in Uganda)	3.808	2.856	100%
Total	3.808	2.856	100%



ANNEX TWO:

**Revisionsprotokollat til
rammeregnskab 2017
(Audit Report in Danish)**

**Danida Journal no.:
2014-11869**



ADRA Danmark

Concordiavej 16, 2850 Nærum

CVR-nr. 20 07 40 35

Revisionsprotokollat

af 10. september 2018

vedrørende rammeregnskab for Rammeaftale med
Udenrigsministeriet (Danida)



Building a better
working world

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1 Indledning

Vi har på foranledning af ADRA Danmark "ADRA" foretaget revision af det af ledelsen aflagte regnskab for rammebevilling med Udenrigsministeriet for regnskabsåret 2017. Rammeregnskabet er udarbejdet efter de administrative retningslinjer for danske organisationer med rammeaftale med Udenrigsministeriet, jf. tilsagnsbrev af 5. januar 2017.

Rammeregnskabet udviser følgende hovedtal:

kr.	2017
Primobalance	115
Årets bevilling	22.100
Renteindtægter 2017	8
Samlet bevilling fra Udenrigsministeriet til rådighed	22.223
Årets samlede omkostningsforbrug i 2017	21.964
Mindreforbrug ultimo 2017 (overføres til 2018)	259

Revisionsprotokollatet er alene udarbejdet til brug for ADRA og Udenrigsministeriet og forudsættes ikke anvendt af andre eller til andet formål.

2 Konklusion på den udførte revision - rammebevillingen

Vedtages rammeregnskabet for regnskabsåret 2017 i den foreliggende form, og fremkommer der ikke under bestyrelsens behandling og vedtagelse af regnskabet væsentlige nye oplysninger, vil vi afgive en påtegning på regnskabet uden modifikation og med fremhævelse af følgende forhold om regnskabet og revisionen:

Emphasis of matter in the final accounts - accounting policies and limitation of distribution and use

It should be noted that the final accounts are prepared in accordance with the grantor's guidelines. The final accounts have been prepared to help the grantee observe the accounting provisions in the grantor's guidelines. Consequently, the project final accounts may be unsuitable for other purposes.

Our report has been prepared solely for the use of the grantee and the grantor and should not be distributed to or used by any party other than the grantee and the grantor.

We have not modified our opinion in respect of this matter.

Emphasis of matter regarding the audit

In accordance with the grantor's guidelines, the grantee has included the budget figures approved by the grantor as comparative figures in the final accounts. The budget figures have not been subject to audit procedures.

3 Redegørelse for revisionen

Revisionen er udført i overensstemmelse med internationale standarder om revision og de yderligere krav, der er gældende i Danmark, samt revisionsinstruks vedrørende udførelsen af revisionsopgaver i forbindelse med rammeorganisationers forvaltning af rammefinansierede aktiviteter i udviklingslande.

Idet vores revision af ADRA's årsregnskab 2017 har omfattet en vurdering af ADRA's overordnede interne kontroller og kontrollerne inden for udvalgte væsentlige regnskabsområder, henviser vi til revisionsprotokollat af 18. april 2018, hvorefter redegørelse for vores arbejde vedrørende årsregnskabet 2017 fremgår. Revisionen er udført i løbet af året og i forbindelse med udarbejdelsen af årsregnskabet.

4 Kommentar til den finansielle revision

4.1 Modtagelse af tilskudsmidler

Tilskudsmidler modtaget fra Udenrigsministeriet er kontrolleret til betalingsanvisninger fra banken og meddelte bevillinger. Midlerne er indsat på separat bankkonto.

Vores revision gav ikke anledning til bemærkninger.

4.2 Indregning af indtægter og omkostninger

Indregnede indtægter for de enkelte projekter under rammeaftalen er afstemt til overførselskitteringer samt organisationens bogføring. Vi har endvidere for de enkelte projekter stikprøvevist revideret bogførte omkostninger til underliggende dokumentation.

Vores revision gav ikke anledning til yderligere bemærkninger.

4.3 Revision foretaget i udlandet

Revisionen af omkostninger afholdt i de enkelte projektlande er foretaget af internationalt anerkendte revisionsfirmaer. Vi har i samarbejde med ADRA udarbejdet revisionsinstrukser til de lokale revisorer om revisionsudførelse og rapportering herom.

Vi har på baggrund af de modtagne rapporteringer og drøftelser med ADRA vurderet omfanget og kvaliteten af den udførte revision. Vi har herudover fået bekræftet revisors uafhængighed.

Vi har ikke konstateret, at det udførte arbejde ikke er udført i overensstemmelse med de internationale standarder og instruks fra Ernst & Young, hvoraf henvisning til retningslinjerne fra Udenrigsministeriet fremgår.

4.4 Administrationsbidrag

ADRA indtægtsfører, i henhold til retningslinjer fra Udenrigsministeriet, en del af bevillingen som administrationsbidrag for at dække anvendelsen af interne ressourcer ved forvaltning af rammemidlerne.

Dette administrationsbidrag skal ikke dokumenteres i form af faktiske omkostninger, men udelukkende beregnes på baggrund af faktisk forbrug af omkostninger. Administrationsprocenten udgør 7 % af den samlede rammebevilling. Vi har som led i vores revision kontrolleret, at det medtagne administrationsbidrag ikke overstiger 7 %.

4.5 Egenfinansiering

I henhold til de administrative retningslinjer skal ADRA opfylde et egenfinansieringskrav på minimum 20 %.

Vi har ved stikprøve efterprøvet grundlaget for opfyldelse af egenfinansieringskravet, herunder om midlerne er tilvejebragt og anvendt i overensstemmelse med retningslinjerne herfor.

5 Forvaltningsrevision

Vi skal i henhold til revisionsinstruks vedrørende udførelsen af revisionsopgaver i forbindelse med rammeorganisationers forvaltning af rammefinansierede aktiviteter i udviklingslande revidere i overensstemmelse med god offentlig revisionsskik.

ADRA skal sikre, at midlerne anvendes og forvaltes inden for formålet, og at ADRA drives under hensyntagen til god offentlig forvaltning. Det vil sige, at det skal sikres, at ADRA drives effektivt, sparsommeligt, produktivt og med en hensigtsmæssig økonomistyring.

Vi har ved vores revision ikke konstateret aktiviteter, der falder uden for ADRA's formål.

I forhold til aspekterne effektivitet, produktivitet, sparsommelighed og god økonomistyring har vi lagt til grund, at:

- ▶ der årligt udarbejdes et budget
- ▶ der følges kvartalsvist/månedsvist op på afvigelser, og disse drøftes i ledelsesgruppen
- ▶ der er afgivet økonomisk afrapportering i forbindelse med møderne i bestyrelsen
- ▶ der føres referat af møderne i bestyrelsen
- ▶ der efter ADRA's forhold er passende forretningsgange og interne kontroller, herunder godkendelse af omkostninger.

Vores revision foretages ud fra væsentlighed og risiko og udføres ved stikprøvevis undersøgelser og som en integreret del af den finansielle revision.

Som led i vores revision af ADRA har vi foretaget en vurdering af ADRA's forvaltning af midler, herunder vurderet, om der i forbindelse med ledelse og styring er udvist skyldige økonomiske hensyn.

For 2017 har vi foretaget særlig forvaltningsrevision vedrørende områderne indkøb, lønninger og projekter – formelle krav. Vi har ved revisionen haft fokus på, hvorvidt ledelsen i ADRA har tilrettelagt interne kontroller og forretningsgange hensigtsmæssigt og betryggende, herunder om der ved administrationen er taget skyldige økonomiske hensyn.

Sammenfatning

Ledelsen har oplyst, at den finder ADRA's dispositioner og forvaltning af midler for passende under hensyntagen til ADRA's størrelse.

Det er vores vurdering, at ADRA har tilrettelagt en hensigtsmæssig disposition og forvaltning af ADRA's midler, og at der i forbindelse med ledelse og styring er udvist skyldige økonomiske hensyn.

Vi har ved stikprøverne ingen væsentlige kritiske bemærkninger at rapportere i den forbindelse.

Vores revision har ikke givet os anledning til at konkludere, at der ikke er handlet i overensstemmelse med god offentlig forvaltning.

Vores arbejder har ikke givet anledning til forhold, der herudover skal rapporteres til bestyrelsen.

6 Ledelsens regnskabserklæring

I forbindelse med regnskabsaflæggelsen har vi indhentet en skriftlig erklæring fra ledelsen om forhold af væsentlig betydning for rammeregnskabet.

Den skriftlige erklæring omfatter regnskabernes indhold, besvigelser, begivenheder efter balancedagen, forvaltningen af tilskudsmidler, mål og resultater samt andre områder, hvor det er vanskeligt at opnå et revisionsbevis.

Den modtagne regnskabserklæring har ikke givet anledning til bemærkninger.

7 Foranstaltninger til sikring af revisors uafhængighed

EY har i henhold til gældende bestemmelser etableret retningslinjer om uafhængighed. Disse retningslinjer sikrer, at vi, inden vi påtager os en opgave om afgivelse af revisionspåtegninger på regnskaber eller afgivelse af andre erklæringer med sikkerhed, tager stilling til, om der foreligger omstændigheder, som for en velinformeret tredjemand kan vække tvivl om vores uafhængighed.

I regnskabsåret har vi ikke påtaget os opgaver, som har medført behov for etablering af særskilte foranstaltninger for at mindske trusler mod vores uafhængighed.

8 Yderligere oplysninger

I henhold til instruks vedrørende udførelsen af revisionsopgaver i forbindelse med rammeorganisationers forvaltning af rammefinansierede aktiviteter i udviklingslande skal vi oplyse,

at vi opfylder de i lovgivningen indeholdte uafhængighedsbestemmelser,

at vi har modtaget alle de oplysninger, der er anmodet om, og

at revisionen ikke har givet anledning til bemærkninger med hensyn til rammemidlernes anvendelse.

København, den 10. september 2018

ERNST & YOUNG

Godkendt Revisionspartnerselskab



Alex Petersen
statsaut. revisor

Siderne 175-179 er fremlagt den 10. september 2018

ADRA Danmark:

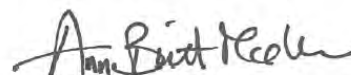
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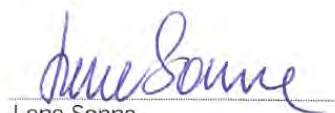
Thomas Müller
formand



Jens Morten Øster
Næstformand



Ann-Britt Moos Møller



Lene Sonne

Lene Bull Christiansen



May-Britt Kivikoski
Jørgensen



Monica Neesgaard