



ADRA Denmark's Framework Report

September 2016

This report presents the results of ADRA Denmark's development programming in 2015, funded through its Framework Agreement with the Danish Ministry of Foreign Affairs, and presents the plans and objectives for the coming years.

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ANNEXES

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ACRONYMS

ADRA	Adventist Development and Relief Agency
ASC	Action for Social Change programme
CBG	Community Based Group
CFSC	Communication for Social Change
CSDI	Community Sustained Development Initiative
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organisation
HRBA	Human Rights-Based Approach
LRRD	Linking Relief, Rehabilitation and Development
MAMID	Ministry of Agriculture, Mechanisation and Irrigation Development (Zimbabwe)
MFA	Danish Ministry of Foreign Affairs
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
Ph.D.	Doctor of Philosophy
PTA	Parent and Teacher Association
PVPU	Peri-Urban Vegetable Producers' Union
RAM	Resource Allocation Model
Reflect	Regenerated Freirean Literacy through Empowering Community Techniques
RUC	Roskilde University
ToC	Theory of Change
US\$	United States Dollar
VSLA	Village Savings and Loans Association
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme

ADRA Denmark's Framework Report

Executive summary

The overall mission of ADRA Denmark is to enable people to relieve human suffering, enhance personal dignity, to contribute to social justice and to 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 on our strategic plan for the coming years, particularly with regard to our development interventions as implemented in our Action for Social Change (ASC) programme. ASC is the primary driving force behind our development initiatives, focusing on communication and on working with community based groups to support the development of civil societies that can contribute as dynamic actors in social, political and economic development processes locally and nationally.

The document also highlights the results of the ASC programme in 2015, when it was implemented in Burundi, the DRC, Malawi, Rwanda, South Sudan, Uganda and Zimbabwe. Almost 1800 community based groups in these countries have 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.

Finally, the report provides information on our Danida funded development communication activities as well on our 2015 accounts and 2017-2020 budgets.

ADRA Denmark will continue to critically assess our approaches and priorities for our partnership with the Danish Ministry of Foreign Affairs, and we hope that this document will be helpful to inform our future cooperation.



CHAPTER ONE:
ADRA Denmark's Strategic Plan



INTRODUCTION

ADRA Denmark has been in the process of developing a Global Strategy for the coming years, which builds on our Christian beliefs and is based on the following key values:

- ✓ social responsibility
- ✓ equality for all
- ✓ human dignity
- ✓ human rights and justice

The strategy, which is still in a draft version, takes its point of departure in our years of experience gained through our work within the development and humanitarian sectors. When finalised, it will outline the foundation and direction for the entire organisation.

ADRA Denmark has defined the following three development objectives that guide all of our long-term activities:

1. Increased # of people living in poverty are empowered to participate in collective actions to enact social change
2. Increased # of people living in poverty access quality public services
3. Increased # of people living in poverty have improved their livelihood strategies.

The three objectives are to some extent interconnected, but each one also exists in its own right.

First and foremost, these objectives guide ADRA Denmark's development programme under our Framework Agreement with the Danish Ministry of Foreign Affairs (MFA), the **Action for Social Change (ASC) programme**. ASC was started in 2009 and will in the coming years be implemented in four countries: **Burundi, Malawi, Rwanda, and Uganda**.

The RAM assessment in 2014 made it evident for ADRA Denmark that a new framework for the ASC programme was needed in order to better capture and measure results and social change, and ADRA went through a process to develop an overall Theory of Change for ASC. Hence, the overall strategy of the ASC programme is now captured in its Theory of Change.

THE ACTION FOR SOCIAL CHANGE PROGRAMME

A joint feature of the programme throughout all ASC countries is the Communication for Social Change (CFSC) approach, which guides the different components of ASC. CFSC is a strategic way of using interpersonal communication and public dialogue to promote community empowerment and government accountability. Within the CFSC approach, social change is defined as *"a positive change in people's lives – as they themselves define such change"*. Focus is on social change, which means that structural problems, injustices or the root causes of social concerns need to be addressed.

The ASC programme also 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 citizens to claim their social and economic rights and

to participate in democratic processes of concern to them, while at the same time supporting authorities to respond to citizens' needs and rights.

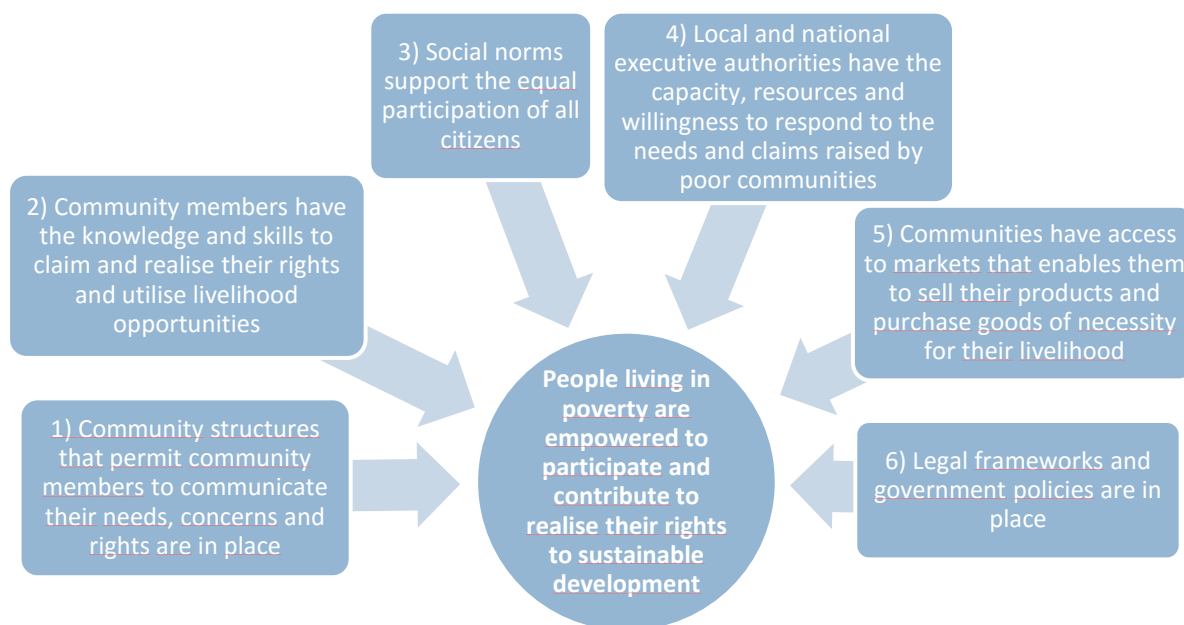
ADRA Denmark's current role focuses primarily on strengthening civil society structures and on facilitating the interface between rights-holders and duty-bearers, e.g. through community dialogue sessions, radio and TV broadcasts, personal meetings, etc.

The Theory of Change for ASC

In the process of developing a Theory of Change for the ASC programme, the development objective was defined as:

People living in poverty are empowered to participate and contribute to realise their right to sustainable development.

The graphical illustration below illustrates the 'preconditions' or 'drivers' for individuals and communities to participate in and contribute to the fulfilment of their rights.



The ability to participate and contribute is a precondition for a sustainable and inclusive development process that benefits all people, regardless of their ethnicity, race, religion or gender. However, the fulfilment of basic rights, such as fundamental security and access to food, is a precondition if people living in poverty are to participate meaningfully in development processes and engage with other community members on issues of joint concern.

The ASC programme represents the 'development part' in ADRA Denmark's LRRD (*Linking Relief, Rehabilitation and Development*) approach. The ASC programme, therefore, is implemented in

contexts where basic security needs are met and where natural resources, land and water are available and accessible to people living in poverty. Yet, the programme aims to create linkages to relief and rehabilitation interventions, as relief, rehabilitation and longer-term development interventions are often understood as working along a continuum.

The ASC programme in transition

2015 served as a transition year for the ASC programme, allowing the various country programmes to develop and adapt new theories of change for implementation from 2016, while continuing to implement the previous phases of the programmes. This period also allowed ADRA Denmark to reconsider the size and scope of the ASC programme, as prompted by the consequences of the MFA's RAM assessment and the proposed 2016 national budget. A significant reduction in funds led to the conclusion that the programme could no longer continue to be implemented in seven countries, if we wanted to see the desired impact of the programme. All the programmes continued as planned throughout 2015, but it was decided to phase out several of the country programmes. The small ASC programme in South Sudan was discontinued from the end of 2015, and the DRC programme was to be phased out by June 2016. By the end of 2016, the programme in Zimbabwe is also likely to be phased out (please refer to the section on Zimbabwe below). This means that the ASC programme countries from 2017 will be **Burundi, Malawi, Rwanda and Uganda**.

ASC country strategies for 2017

BURUNDI

Burundi is still politically unstable, but the social unrest that marked 2015-16 seems to have significantly settled down – at least for the time being.

The programme focus in 2017 will be a continuation on supporting community members to gain the necessary knowledge and skills to claim and realise their rights, utilise livelihood opportunities and improve their health conditions. ADRA will continue the focus on improving the communication and fulfilment of responsibilities between local leaders and the local community. In 2016, ADRA focused on educating people on the importance of tax collection, and this will be continued in 2017 with an emphasis on the availability of local budgets and public access to these. The decentralisation of local budgets has been delayed, and ADRA will advocate for the law to be implemented and work with local leaders on publishing local budgets in order to allow for discussions on the use of local resources. It is expected that the focus on both local budgets and taxes will increase the general population's confidence in the tax system.

Most of the activities will focus on monitoring and consolidating results, and no new groups will be included in the ASC programme. After a number of years in Cibitoke, ADRA Burundi believes that the groups are sufficiently self-reliant and wants to move on to one of the neighbouring provinces Bubanza or Bujumbura where the needs are still great. The ambition for 2018 is to scale down in Cibitoke (but maintain the support to the weakest groups there) and include an additional province in the programme. An external review is planned for the beginning of 2017 to help draft an exit strategy for Cibitoke.

MALAWI

The ASC programme will continue facilitating and empowering the different community groups in Machinga, Lilongwe and Mzuzu that are organised around common interests. It will also continue promoting the formation of VSLAs as a way of strengthening financial power and resilience in the household and the community. In all groups, democracy, transparency, accountability and good management will be promoted. At the national level, the programme will continue to work on issues identified by the groups.

Through various national media platforms (TV and radio), ADRA Malawi has an important and recognised role in the Malawian civil society. Through ASC, ADRA Malawi will continue to advance issues that are raised not only by the groups in the ASC programme but by neglected people in general. ADRA Malawi will strengthen its efforts to influence positive change by initiating public debates on issues of rights and justice, particularly on sensitive issues such as corruption at all levels, 'faith healing' (religious leaders encouraging PLWHA to replace medicine with prayers) and school drop-outs due to early pregnancies and marriages.

At the organisational level, the ASC programme approach will entail a stronger emphasis on creating alliances and more formal partnerships with other relevant stakeholders to advocate for change. Through these partnerships and networking efforts with the like-minded CSOs, ADRA Malawi will be able to contribute to policy level advocacy.

A review of the ASC programme is planned to take place in early 2017. The present role and future opportunities of the media activities and the way the programme links community voices to the national media platforms will be a specific focus area in the review.

RWANDA

Economic development and growth is expected to continue in Rwanda in 2017, but the challenges met in the past years concerning the limited space for civil society remain. Dialogue with the authorities regarding the rights-based approach of the ASC programme will continue. ADRA Rwanda is under a lot of government pressure to deliver 'tangible development results' in the programme, and the space for dialogue on human rights is restricted.

Nevertheless, ADRA Rwanda will strengthen its national advocacy efforts and engage further in networks with similar organisations and other advocacy actors as recommended in the Danida review undertaken in 2015. In 2017, ADRA Rwanda will also update its advocacy strategy and focus on strengthening the human rights-based approach in the programme.

Programme focus in 2017 will be on the implementation of a new programme phase based on the new Theory of Change. The ASC Rwanda programme will focus on the following Change Areas:

- Change Area 1: Community structures that permit community members to communicate their needs, concerns and rights are in place
- Change area 2: Knowledge and skills of community members to claim and realise their rights and utilise livelihood opportunities
- Change area 3: Social norms support the equal participation of all citizens

Change Area 3 introduces a new area to the ASC programme; working directly with social norms. This will entail building the required capacity among the staff to work with this.

UGANDA

In 2017, the ASC programme in Uganda will continue to focus its interventions in Karamoja, particularly through the ongoing support for communities to know their rights, manage savings, cooperate with others and gain an income from their agricultural production.

The ASC programme in Uganda adopts a strategy that ensures that when CBGs have the capacity to operate independently they are phased out of the programme and new CBGs are taken in. ASC will, therefore, continue its work to build the capacity of CBGs to address development issues and be active agents of their own change and change within their communities.

The programme will also continue to play a vital role in the ongoing peace process in the region. During 2017, the ASC programme in Uganda will continue to support ADRA Uganda in identifying ways to raise advocacy issues to national advocacy platforms and strengthening its capacity to engage more in research and documenting activities as the latest ASC review in Uganda also recommended. Moreover, ADRA Denmark will, throughout 2017, continue to enhance current and future collaborations between ADRA Uganda, ADRA Denmark and ADRA Sweden to strengthen the partnership for the benefit of future interventions in Uganda.

ZIMBABWE

The ASC programme in Zimbabwe was originally designed to be phased out throughout 2017. However, when ADRA Denmark in late 2015 experienced severe cuts in the Danida frame grants, it was decided to phase out the programme in 2016. The programme, which is one of the smallest of the ASC programmes, has been working with nine community gardens around Harare and supporting their apex body, the Peri-Urban Vegetable Producers Union (PVPU). ADRA Zimbabwe has focused on influencing policy on the local, regional and national level, both independently and through the work of the PVPU. At the time of writing, a phasing out strategy is being finalised. The strategy is based on an assessment of which activities that can be safely concluded in 2016 and which can be continued in other existing ADRA Zimbabwe projects or with new partners. A consultant has been contracted to assist with the process, and the ADRA Denmark Programme Adviser for Zimbabwe has been assigned to undertake extra trips to Zimbabwe during the year to assist with the phasing out process.

At the time of writing (September 2016), the policy formulation process has reached its final stage, and the first draft is being written. ADRA Zimbabwe has received much praise for its facilitation role in this process. The PVPU is now regarded as institutionally self-reliant and so are the gardens, which have all been formally registered as cooperatives under the Ministry of Small and Medium Enterprises and Cooperative Development. They will still be able to get some limited assistance through the ADRA Australia funded project 'Wealth of the Soil' or through own fundraising initiatives. The work with smallholder farmers in both community gardens was in 2016 extended to horticulture producers in irrigation schemes. Here CSDI (the name of ASC in Zimbabwe) introduced VSLAs and Farmer Market Schools, which has gained momentum as the year has progressed. Some of these activities will also be integrated into the 'Wealth of the Soil' project in 2017, which,

however, has only limited funds. ADRA Denmark is, therefore, looking for some additional funding to establish a special irrigation scheme component under 'Wealth of the Soil' in order to meet the increasing need for support for the irrigation schemes, which do not function optimally, primarily because of the economic crisis in the country. This is particularly important in the drought-hit southern part of Zimbabwe.

Overview of objectives in the ASC Programme 2017

The contexts, needs and opportunities to promote an enabling environment for people living in poverty to claim their rights and contribute to their own development differ from one country and context to another. Yet, weak or absent structures that do not allow people living in poverty to articulate their interests and concerns, in addition to their limited skills and knowledge to articulate those rights and concerns are found in all countries in which the ASC programme is being implemented.

Strengthening and facilitating community structures that permit community members to communicate, and improving the knowledge and skills of communities to claim their rights is therefore a core priority of all ASC programmes. How and the extent to which individual ASC country programmes work to change social norms, market access and strengthen accountability and transparency measures depend on the country context in which each programme operates.

An overview of each of the different objectives of the ASC countries in 2017 is provided below.

Overview of Objectives for the ASC Programme per Country in 2017				
Overall Objective: People living in poverty are empowered to participate and contribute to realise their right to sustainable development	Burundi	Malawi	Rwanda	Uganda
Immediate Objective 1: Community members have the knowledge and skills to claim and realise their rights and utilise livelihood opportunities	X	X	X	X
Outcome 1.1 People living in poverty have technical skills and knowledge to engage in productive activities	X		X	X
Outcome 1.2 People living in poverty have structures and skills to manage financial resources responsibly and access finance		X		X
Outcome 1.3 People living in poverty are literate and capable of analysing and responding to situations of concern to them	X		X	
Outcome 1.4 People living in poverty know their rights and have advocacy skills that enables them to claim their rights and access communal and private resources	X	X	X	X

Immediate Objective 2: Community structures that permit community members to communicate their needs, concerns and rights are in place	X	X	X	X
Outcome 2.1 Formal and informal networks are responsive to and inclusive of people living in poverty		X		X
Outcome 2.2 Networks represent and work to promote the rights of their members	X		X	X
Outcome 2.3 Networks are capable of solving conflicts and work according to a shared vision	X		X	X
Outcome 2.4 Media platforms for public communication of concerns are accessible to people living in poverty	X	X		X
Immediate Objective 3: Social norms support the equal participation of all citizens				X
Outcome 3.1 National and local leaders, including elders, traditional chiefs and religious leaders are supportive of norms that support the equal participation of all citizens				X
Outcome 3.2 Communities living in poverty appreciate and debate the positive and negative aspects of prevailing social norms				X
Outcome 3.3 International, national, and local legal and policy frameworks are in				X
Immediate Objective 4: Communities have access to markets that enables them to sell their products and purchase goods of necessity for their livelihood		X		
Outcome 4.1 Producers are ready and capable of selling their products on local markets		X		
Outcome 4.2 Payment systems are conducive for producers		X		
Outcome 4.3 Markets are logistically accessible to producers				
Outcome 4.4 Policies and administrative procedures enable producers and buyers to trade		X		
Immediate Objective 5: Local and national executive authorities have the capacity, resources and willingness	X		X	X

to respond to the needs and claims raised by poor communities				
Outcome 5.1 Budgets are available and publicly accessible to local communities	X			
Outcome 5.2 Management structures are in place and officials have skills and knowledge to execute their mandate professionally				X
Outcome 5.3 Positive working relationships built on trust and respect are established between authorities and communities	X		X	X

Risks and assumptions within the ASC Programme

Despite the successes and lessons learned through the implementation of the ASC programme, there are still a number of risks and assumptions, which are vital to the successful implementation of the programme in the coming years. These include the continued interest of community based groups (CBGs) to keep working with us, the engagement and willingness of duty-bearers, and the security and fragility in our operating environments.

CONTINUED OWNERSHIP OF COMMUNITY MEMBERS AND COMMUNITY BASED GROUPS

Participation in CBGs, advocacy activities, campaigns and programmes are voluntary. They are also often time consuming and even, in certain contexts, require participants to pay for transport and meals. Therefore, an ongoing risk to the programme is that community members will lose interest in being a part of CBGs and do not take ownership of community challenges.

So far, however, our experiences have shown us that by building the capacity of CBGs to define their own identity and their own path, they have a strengthened willingness to engage in solving their own problems. We have also noted that by facilitating platforms for communication, CBGs are able to express their concerns to duty-bearers, they are more motivated to continue their engagement with the programme, and even encourage other community members to participate. This is emphasised even further when groups see the changes that their efforts have produced.

Our theory of change assumes that when community structures permit community members to communicate their needs, concerns and rights, then people living in poverty are willing to participate in their own development. It is also vital that people do not practice self-censorship when raising claims and articulating their rights and that people living in poverty can relate to raised claims of common concern to them, so that they can speak with more weight. These assumptions are a part of the foundation of the ASC programme, and as such, need to be carefully monitored by both ADRA Denmark and our implementing partners.

ENGAGEMENT AND WILLINGNESS OF DUTY-BEARERS

The ASC programme's advocacy approach builds on principles of non-confrontational advocacy in which constructive working relationships built on trust and reciprocity are developed between communities and ASC staff members on the one hand and duty-bearers on the other. The success of this approach is key to the effectiveness of the ASC programme in ensuring the engagement and willingness of duty-bearers. A significant assumption behind the ASC programme is that duty-bearers do have an interest in responding to claims raised by rights-holders, either in terms of avoiding bad media coverage or in terms of gaining popularity. Through the CFSC approach, the ASC programme works to promote the willingness of duty-bearers to respond to the needs and claims of local communities by building relationships and facilitating dialogue and encounters between duty-bearers and rights-holders. The ASC programme helps overcome barriers of communication and cooperation by facilitating community dialogues and serves as an 'intermediary' for encounters, so as to create the foundation for a fruitful working relationship built on trust and reciprocity.

INSTABILITY AND FRAGILITY

The ASC programme is utilising approaches and strategies for peace and reconciliation throughout many of its activities, however, instability and fragility is an underlying threat to the success and impact of the programme. Some of our programmes operate in fragile environments (e.g. Burundi), and as such the threats to communities and their livelihoods are significant. Additionally, the livelihood and safety of our implementing partners and their staff are also threatened by instability and fragility. It is of vital importance to both ADRA Denmark and our partners that our programmes do not increase the vulnerability of the communities with whom we work, nor the safety of staff. These risks are assessed on an ongoing basis.

STRATEGIC OVERVIEW OF DEVELOPMENT COMMUNICATION IN DENMARK

The objective of ADRA Denmark's development communication is to provide a balanced and accurate image of the Global South, as well as the results of development cooperation. Specifically, ADRA Denmark considers itself to have a responsibility to help provide the youth of Denmark with an understanding of the causes of poverty, injustice and social inequality and its consequences, and how we work to combat these.

In 2017, we will continue to build our development education on the Same-Same campaign from the previous three years. The campaign focuses on educating and engaging high school students as well as students in boarding schools (*efterskoler*) and folk high schools in development issues. In 2017 we will continue to build a sense of identification between young people in Denmark and young people in African countries, however the primary message and content will be adjusted to focus more closely on specific areas of ADRA Denmark's ASC programme. The campaign will be guided by the key values incorporated in ADRA Denmark's development work: Social responsibility – Dignity – Human Rights – Equality.

EDUCATION MATERIAL

ADRA will continue to strengthen the integration of the campaign into the Danish education curriculum. To do this, we will continue to work closely with high school teachers, integrating their input on how to develop the best possible education material. The material will be made available

on already existing platforms for education material such as EMU (the education material website of the Ministry of Education), and we will also distribute it through the network we have built during our campaign activities in Danish schools over the last three years. The main platform for sharing all content is <http://www.same-same.dk/> as we will not produce any new printed material in 2017.

ADRA YOUTH ON TOUR

We will also continue to interact with young people at various schools through visits from ADRA Youth members, all of whom have been active volunteers in the organisation for many years and have visited ADRA projects in either Malawi, Rwanda or Uganda. The visits include a one-hour presentation/workshop for a class or a school about ADRA's work, development issues in general and the life of young people in the Global South, as seen through the eyes of young Danes. During each visit we will distribute the campaign magazine printed and used in 2015/16. This activity was launched with success in 2015 as part of the Same-Same campaign, which continued throughout 2016, and we will therefore try to double the number of students reached in 2015, i.e. 40 classes in 2017.

THE DIGITAL CAMPAIGN

Both the campaign website <http://www.same-same.dk/> and the Facebook page <https://www.facebook.com/samesame.dk/> will be important elements in the campaign in 2017, as they will be available as a platform for teachers to our education materials.

HIGH SCHOOL VISIT TO RWANDA

On two earlier occasions ADRA has helped facilitate a Danish high school visit to Rwanda. In 2016/17 we are working together with *Tårnby Gymnasium & HF*. This high school will visit Rwanda in September 2016, and the students will create communication materials (video, pictures and text) to be used in the campaign as well as take part in the ADRA Youth on Tour activity.



CHAPTER TWO:

ADRA Denmark's 2015 Results Reporting



Introduction

The following results report provides an overview of the achievements of the activities and programmes supported by ADRA Denmark, through the Framework Agreement, during 2015. It also summarises the challenges and deviations in plans as well as the learning in the Action for Social Change programme.

The report outlines the changes in context and the major achievements in each of the seven countries that implemented the ASC programme in 2015, namely Burundi, the Democratic Republic of the Congo, Malawi, Rwanda, South Sudan, Uganda and Zimbabwe. Additionally, the following sections will provide an insight into the progress and results from cross-country activities and mutual learning.

COMMUNITY STRUCTURES AND PLATFORMS

Throughout 2015, the Action for Social Change programme facilitated 1,532 community based groups to be transparent and responsive to the needs, rights and concerns of their members and constituencies. These group structures throughout Burundi, DRC, Malawi, Rwanda, South Sudan, Uganda and Zimbabwe provided the space for members to grow as individuals, develop their skills and knowledge and practice democracy on a small scale. Through ongoing support, guidance and facilitation from ADRA, these group structures provided a platform for community members to reflect and address problems jointly and represent their needs, interests and concerns in encounters with duty-bearers.

1,532 community based groups were supported by the ASC programme in 2015

Members of CBGs have also been applying their knowledge of democratic principles, citizenship, leadership, gender and governance to other aspects of their lives, such as in their homes and in their communities. There has been a change in perception and attitudes as a result of these community structures. CBGs are holding elections and challenging those who are pushing to hold onto their power, both within the CBGs and outside the groups, whereby communities are demanding that their elected leaders live up to promises and abide by principles of good governance and transparency.

577 CBGs were capable of mobilising resources for group activities and community programmes during 2015

The use of media as a force for change has always been a key focal area for ADRA and the ASC programme. During 2015, radio and television programmes across most of the ASC countries were used to play the role of watchdog, gatekeeper and agenda-setter, as well as raising the awareness of citizens of social issues, enabling citizens to hold their governments to account, curb corruption, and

create a forum for civic debate. It was also strategically used to amplify the voice of marginalised and excluded groups up onto regional and national platforms.

The ASC programme, during 2015, bought airtime and facilitated CBGs to prepare broadcasts in order to articulate their concerns, as well as engage relevant duty-bearers and allow them to publicly respond to these concerns.

457 radio programmes were produced through the ASC programme in 2015
84 television programmes were produced in 2015

These radio and television programmes have been instrumental in creating positive behavioural change amongst community members in the seven ASC countries, not just among the direct beneficiaries, but also the wider communities. Listeners have changed behaviour in regards to agricultural production and practice, increasing the use of organic fertilisers and establishing composts. The improvement of hygiene amongst listeners has also been noted, particularly hygiene within the home, the construction of toilets and hand washing. Communities are now more likely to attend medical clinics and comply better with instructions from physicians, rather than relying solely on traditional practices. Victims of gender-based violence are now seeking counselling and reporting the acts to the police, and reconciliation at the community level has been significantly improved.

On the other hand, these programmes have also been instrumental in publicly linking rights-holders to duty-bearers, allowing communities to explain the challenges they are facing and providing space for the duty-bearers to publicly respond. Through radio and television programmes, politicians have been challenged over election promises, local duty-bearers have been prompted to explain why borehole construction activities have not taken place, and in many cases communities have been linked up with the right departments or technicians to solve the challenges they face. These programmes have also been used to call out acts of corruption, both within the private and public sector, forcing duty-bearers to take action when the claims would have previously been ignored.

KNOWLEDGE, SKILLS AND LIVELIHOODS

Throughout 2015, **54,531 rights-holders gained knowledge and skills about their rights**, and were supported to cooperate with local duty-bearers to realise these rights. 34,396 of these were women and 20,135 men. Through a process of self-reflection and analysing one's own situation, community members began to take responsibility to improve their own situation in areas such as health, safety, savings and livelihood production and have come to realise the relationship between their own actions, the way they feel and the life they live.

Through participation in trainings and mentoring, community members were able to improve their personal income by learning about value chains, how to better engage in the market and crop diversification. Community members now also understand the value of savings and household budgeting, which has resulted in many households being able to afford to send their children to school and buy books and uniforms, purchase more livestock and improve the standard of their

homes. Through activities supported by the ASC programme **5,420 individuals (including 3,981 women and 1,439 men) have also become literate.**

SOCIAL NORMS

Throughout 2015, the ASC programme challenged social norms that were serving as obstacles to the equal participation and contribution of all rights-holders to development. Challenging gender norms and roles, as well as the prevailing perceptions about the status, responsibilities, rights and capabilities of girls and women were issues of particular importance.

Community reflection and discussion has been stimulated through Reflect Circle discussions and community theatre sessions, whereby norms and practices were challenged and debated by the communities. ADRA has facilitated a process, whereby, through questioning and Reflect Circles, community groups have taken ownership of the discussions, questioning their own perceptions and practices and identifying alternative actions.

The ASC programme has been working closely with local opinion leaders, including religious and traditional leaders, whose authority and 'voice' play a particular role in reinforcing or challenging social norms amongst community members. Through networking, dialogue and training, ADRA mobilised opinion leaders to support changes in practice and worked towards the equal participation of both men and women.

WILLINGNESS AND CAPACITY OF DUTY-BEARERS

In the course of 2015, the ASC programme facilitated and supported the capacity of local duty-bearers to respond to the needs and claims raised by rights-holders. The ASC programme worked with duty-bearers to motivate them to make local and national government budgets public and share them with interested communities. The programme also supported rights-holders to know which resources were available to cover their areas of concern. In cooperation with CBGs, ADRA lobbied for the rights of people living in poverty, including lobbying for the construction of roads, schools and health facilities as well as lobbying for greater transparency in budgeting and spending.

To strengthen the capacity of duty-bearers, the ASC programme conducted informal mentoring and exposure to various means of management and activities from neighbouring districts.

16 capacity building and training sessions were conducted for local duty-bearers

The ASC programme has also been working during 2015 to promote the willingness of duty-bearers to respond to the needs and claims of rights-holders by building relationships and facilitating dialogue. A lack of a means of communication and transportation and a lack of knowledge, both among duty-bearers and rights-holders, are often key barriers to communication and cooperation. Throughout the reporting period, the ASC programme has helped to overcome such barriers by facilitating community dialogues and serving as an 'intermediary' for encounters between duty-bearers and rights-holders so as to create the foundation for a fruitful working relationship built on trust and reciprocity.

207 dialogue sessions or formal discussions took place between rights-holders and duty-bearers

Through these interactions, rights-holders and duty-bearers were able to cooperate and find solutions to the allocation of resources to schools and school monitoring programmes, as well as follow up on the teacher's code of conduct to ensure that students are being protected and receive a good education. Illegal practices have also been addressed, whereby local bylaws have been passed in communities banning the sale of homemade alcohol and child labour has been targeted and stopped. The long distances between duty-bearers and communities also put a heavy financial strain on communities to reach public services, but dialogue sessions have led to local duty-bearers being deployed to carry out the registration of children's births and legalising marriages, allowing the children to gain rights to citizenship and couples to access legal entitlements.

218 CBGs developed advocacy plans and carried out advocacy activities during 2015

Summary of key indicators for ASC 2015

	Burundi	DRC	Malawi	Rwanda	South Sudan	Uganda	Zimbabwe	Total
# of community based groups during 2015	180	61	373	700	47	129	42	1,532
# of individual community members involved in ASC during 2015	3,600	10,250	9,790	24,614	710	4,713	854	54,531
<i>Female:</i>	<i>1,836</i>	<i>8,715</i>	<i>5,874</i>	<i>14,907</i>	<i>207</i>	<i>2,287</i>	<i>570</i>	<i>34,396</i>
<i>Male:</i>	<i>1,764</i>	<i>1,535</i>	<i>3,916</i>	<i>9,707</i>	<i>503</i>	<i>2,426</i>	<i>284</i>	<i>20,135</i>
# of CBGs capable of mobilising resources for group activities and community programs during 2015	145	33	52	234	41	43	29	577
# of individuals who have become literate during 2015 through ASC	1,932	1,197	67	2,224	N/A	N/A	N/A	5,420
<i>Female:</i>	<i>1,589</i>	<i>1,040</i>	<i>40</i>	<i>1,312</i>				<i>3,981</i>
<i>Male:</i>	<i>343</i>	<i>157</i>	<i>27</i>	<i>912</i>				<i>1,439</i>
# of radio programmes produced during 2015	189	116	70	58	2	22	N/A	457
Average saving per VSLA member during 2015 (in USD)	31	52	65	41	86	62	100	Average: 62
# of exchange visits or capacity building/training for local authorities during 2015	1	7	-	1	1	3	3	16
# of dialogue sessions or formal discussions/negotiations between CBGs and local authorities during 2015	19	93	56	6	15	13	5	207
# of CBGs who have developed advocacy plans and carry out advocacy activities during 2015	37	52	39	45	14	23	8	218

COUNTRY SPECIFIC RESULTS 2015

Burundi

CONTEXT UPDATES

A new political conflict was sparked in April 2015 when President Pierre Nkurunziza announced his intention to seek a third presidential term, in defiance of constitutional limits. He subsequently won the election in July 2015, an election boycotted by the opposition and with a low voter turnout. Thousands of people have been killed, wounded or arrested since the start of the crisis and at least 250,000 Burundians have fled the country. Prominent human rights defenders, journalists and former members of the government have been targeted and several independent media agencies have been shut down.

The unstable political situation worsened the conditions for the already poor country, especially in terms of food security. The country is one of the 'red zone' countries identified by both FAO and the WFP as being among the most affected by soaring food prices and food uncertainty. Political insecurity, overpopulation, adverse climate conditions all contribute to the severe situation. After so many years of conflict or instability, the capacity of the government to respond to this challenge is limited and Burundi is ranked number 184 out of 188 on the Human Development Index.

MAJOR ACHIEVEMENTS DURING 2015

The ASC programme in Burundi was initiated in mid-2013 and focused in the beginning on start-up and building the capacities of CBGs. In 2015 the main focus was on consolidating the activities of the different CBGs, consisting of 80 Food Security CBGs, 40 Health CBGs and 60 VSLAs.

Immediate Objective 1: CBGs are well-organised and able to mobilise their communities to address and take action on political, social and economic development issues

Throughout 2015, the CBGs continued working on their democratic structures and action plans. Developing action plans is a new experience in the rural areas of Cibitoke, thus only one quarter of the 120 Food Security and Health CBGs have a written action plan and work according to their agreed timeframe. The coaching of the CBGs continues and it is expected that this number will increase in the coming years. However, most of the advocacy and awareness raising activities are conducted randomly. Nevertheless, all of the CBGs are becoming more active and 80 out of the 120 Food Security and Health CBGs organised awareness raising and community dialogues on a variety of topics such as hygiene and prevention of diseases, women's rights and agricultural production.

It is clear that the CBGs are now seen by community members in general as important resources of knowledge and influence. Considering the low capacity of local authorities and the little trust in the police and authorities, people have started coming to the CBGs for advice and guidance in problem solving and conflicts. Thus, different CBGs have assisted in settling 41 land conflicts and 109 social disputes.

ADRA Burundi started facilitating communities in the Reflect methodology in 2014, and this work continued throughout 2015, resulting in the graduation of 1,932 Reflect learners of which 82% were women. Local law in Burundi dictates that a Reflect circle can only last for up to four months, but Reflect learners do not find this time sufficient to achieve proficiency in literacy as well as practical skills. Therefore, Reflect learners have on their own initiative created 53 new CBGs in the areas of Food Security and Health to continue the work started in the Reflect circles. These CBGs have been incorporated in ASC and received training in the beginning of 2016.

A total of 17 networks have been created by 76 CBGs. The purpose of these networks is to share lessons learned on farming methods and assist each other in negotiations with dealers and companies. The networks are a mix of ASC CBGs and non-ASC CBGs who grow the same crops. Already, two networks have been able to show results; one has secured better cotton prices and made sure that the company complied to the rules of allowing producers to participate in weighing when they sell their cotton. Another has learned from other CBGs how to improve their farming techniques when producing rice. However, it is a slow process in order to get the networks to function effectively as it is still a new concept for the communities and the CBGs are often geographically far away from each other.

Immediate Objective 2: CBGs have increased technical capacity to address identified challenges and felt needs in relation to health and food security

The impact of the capacity building and technical trainings became evident in 2015 in terms of increased income, increased agricultural production and improved hygiene practices.

Increased agricultural production is vital in Burundi where only 28% of the population is food secure and as many as 58% of the children in Cibitoke are chronically malnourished. 80 CBGs have been trained in modern agricultural techniques and all have applied the new farming techniques on their own fields in the farming season of 2015. Of these 80 CBGs, 60% have established Farmer Field Schools in their own fields, where they educate, through practical trainings, their local communities in the new farming techniques. In addition to increasing the harvest among the CBGs members, the CBGs have reported that more than 200 non-CBG members applied the new techniques and several of them have even tripled their harvests when compared to the previous harvesting season.

The 40 Health CBGs have primarily conducted awareness raising activities in their local communities, either at clinics, during home visits, market days or public awareness raising events. For example, in Murwi commune four health clinics allowed seven CBGs to spread health and hygiene messages at the clinic two days a week. The good collaboration between the health clinics and the CBGs also proved effective during a cholera outbreak in the area. The clinics and the CBGs spread messages on proper hygiene practices and the necessity of latrines. The outbreak of cholera was stopped before it became an epidemic and more than 200 families dug a latrine at their homes to prevent further outbreaks. As a further consequence, it is expected that in the coming years the health clinics will experience an increase in voluntary HIV/AIDS testing, pre-natal consultations and demand for family planning services.

The VSLA methodology was introduced in ASC Burundi in late 2014, and the first groups became self-sustaining during 2015. The number of VSLAs increased from 24 in 2014 to 60 in 2015. The majority of those who obtained loans used them for farming purposes or established small businesses. VSLA members are primarily women, and they report that the VSLA membership has increased their respect in their families. Given the history of violence and mistrust in the society, some of the members also mention that participation in a VSLA has contributed to a sense of mutual trust among community members, however, some VSLAs are still struggling with issues of trust. ADRA Burundi has collaborated with Care Burundi in capacity building of ADRA staff and Care also visited the VSLA groups in Cibitoke.

Immediate Objective 3: CBGs influence processes of democratisation and promote their communities' rights and interests through dialogue, networking and advocacy

Community participation continued to increase during 2015. 80 community dialogue events were organised, however, most of them were closer to awareness raising events than community dialogue. Local duty bearers only participated in 19 of these events. It is very difficult for the CBGs to encourage local authorities to attend events organised by the communities as the local leaders feel that it is disrespectful for communities to invite leaders to dialogue sessions. On the other hand, the local leaders at the lowest level (hill level) have limited power and no resources, and therefore CBGs become discouraged by the dialogue as they do not see it bearing fruit. Nevertheless, ADRA Burundi will continue to encourage both communities and local leaders to continue the dialogue sessions as there have been solid results in several communes. For instance, a CBG invited the agricultural specialist and local officials to a dialogue session to discuss why there were no fertilisers in the area. Up until that point, the farmers had to travel to the nearest commune town, approximately 50km away, in order to purchase the fertilisers making it almost impossible for the farmers to afford when the transportation costs were taken into consideration. By the end of the dialogue session, the officials promised to improve the supply of fertilisers to the local area. Another CBG secured access to clean water as a result of a community dialogue. The CBG was able to successfully lobby the local government to install promised water pipes and taps through this dialogue session, and the CBGs promised to arrange the local community to dig the channels for the pipes. The cooperation between the authorities and the CBG worked well and the community is now able to access clean water.

Throughout 2015, ADRA Burundi broadcast 72 30-minutes pre-recorded radio programmes and 36 60-minutes live programmes. Additionally, they broadcast short educational messages. Further, all of the programmes were re-broadcast, totalling to 200 pre-recorded broadcasts, 55 live broadcasts and 1032 educational spots being aired throughout the year. The topics for the radio shows were selected by the CBGs based on problems they had identified in their communities. The main issues were improved agricultural techniques and proper hygiene in the family, but also themes dealing with peace and reconciliation, family planning, and harmful effects of polygamy were frequently

addressed. An evaluation¹ on the impact of the radio broadcasts conducted in 2015 concluded that the impact of these broadcasts has been substantial: "It was obvious that there has been progress mainly thanks to the messages from the radio programmes broadcast by ADRA Burundi"². The evaluation also concluded that the radio shows were significant in helping listeners to adopt new ways of applying fertilisers and improving hygiene practices and family planning. The consultant who carried out the evaluation interviewed both direct beneficiaries and non-beneficiaries of the ASC programme and concluded that 20% of the non-beneficiaries knew and listened to the different radio broadcasts, whereby estimating that the programmes are listened to by approximately two million listeners across Burundi.

Immediate objective 4: ADRA Burundi is a strong player in the Burundian civil society that promotes the rights and interests of vulnerable groups locally, nationally and internationally

Strategic advocacy work as a civil society organisation is new for ADRA Burundi. In 2015, ADRA Burundi has advocated for the government to formally accept Reflect as a learning methodology, in addition to Functional Adult Literacy, and not only for special projects, such as ASC. ADRA Burundi is further advocating for an extension of the Reflect period to go beyond four months. Originally, the period was only three months, but ADRA advocated for an extension in order to promote a conducive learning culture in the Reflect groups, and the literacy department agreed to allow ADRA Burundi to utilise an additional month. However, as only 80% of the Reflect learners pass their exams after four months and have limited possibilities to continue learning, ADRA is advocating on behalf of the learners for further extensions.

During 2015 ADRA Burundi chaired the NGO network in Burundi and thus participated in advocating for a change of the excessive taxation of expats working for international organisations in Burundi (intended to minimise the number of expats employed in Burundi).

PLANS, CHALLENGES AND DEVIATIONS DURING 2015

The political unrest in April 2015, which was mainly concentrated around the capital Bujumbura, led to thousands of people fleeing their homes. ADRA Denmark addressed this humanitarian crisis by making flexible funds from our Humanitarian Partnership Agreement with Danida available to ADRA Burundi, who supported IDPs with food and Non-Food Items.

Despite the political insecurity and increased pressure on NGOs, there were no significant deviations in the ASC programme during 2015. The main challenge was the increasing poverty level. People are struggling even harder to meet their basic needs, and the level of malnutrition is rising. ADRA Burundi will continue to build the capacities of the farming CBGs and establish new VSLAs. ADRA

¹ Evaluation Survey of the ADRA Burundi's radio programs in the improvement of community life standards in Cibitoke province", April 2015

² Ibid, p.21

Burundi will also continue the focus on facilitating the CBGs in networking to better negotiate prices and improve their engagement in value chains.

Drafting the Theory of Change for the ASC programme in Burundi started in the second half of 2015. The ToC process should improve results reporting from 2016 and onwards. Due to security reasons, no monitoring visits from ADRA Denmark were conducted in 2015, however, the staff from ADRA Denmark and ADRA Burundi met on several occasions during 2015 in Rwanda and Kenya for capacity building and updates.

LESSONS LEARNED DURING 2015

As mentioned above, an evaluation of the radio programmes was conducted in April 2015 and demonstrated the high rate of listeners across Burundi. The evaluation concluded that the listeners preferred the live shows over the pre-recorded shows. However, the live shows are more expensive than the pre-recorded shows and it is therefore difficult to increase the number of live shows. Nevertheless, ADRA Burundi will take this into account in future planning. Additionally, the radio broadcasts were not always aired at a time fitting with farming activities. Finally, it was obvious that the majority of listeners were members of the CBGs connected to ASC, and ADRA will in the future spread the messages on the shows through flyers handed out in market places and churches.

Democratic Republic of the Congo

CONTEXT UPDATES

During 2015, political tensions increased throughout the DRC as President Joseph Kabila tried to change the constitution to delay the upcoming 2016 presidential elections and, in turn, stay in power after his second term ends. This resulted in several clashes between civilians and the police, including in the Eastern part of the country, where the ADRA Goma office had to close several times due to security reasons.

At least 17 armed groups were believed to be active in the Eastern region of the DRC during 2015. Despite the stabilising presence of the 19,000 UN peacekeepers in the country, these groups continued to terrorise communities and control parts of the country. The weak central government and the prevalence of the armed groups has continued to subject Congolese civilians to widespread rape and sexual violence, massive human rights violations and extreme poverty. This affected the programme, as the violence deteriorated the lives of the beneficiaries and the programme area was not always accessible. The violence was especially severe in the Rutsuru area.

MAJOR ACHIEVEMENTS IN 2015

The ASC programme started in the DRC in late 2014 in 4 zones in North Kivu Province. Rutsuru zone had not been part of the previous phase due to budget constraints and security reasons but was re-integrated into the programme in 2015. The previously established CBGs, which had been without monitoring and supervision from ADRA for one and a half years, were all active when ADRA returned and had continued fighting for the rights of women in their communities. This served as a good indication of the sustainability of the CBGs. The ASC programme in the DRC has developed through a continuation of projects focusing on women's rights but has also included activities promoting increased household economy, improved basic hygiene and sanitation and adult learning

through the Reflect approach. The expansion of activities has been highly appreciated by the beneficiaries.

Immediate objective 1: Community based groups are able to defend women's rights in their communities and contribute to the reduction of violence against women and girls

The number of active CBGs increased from 20 in 2014 to 61 in 2015. This increase was partly due to the expansion of agricultural and health awareness activities, which made some of the existing groups split into several groups according to their interests. Further, significant geographical distances between group members made it natural for some groups to divide into several. Thus, around two thirds of the 61 groups had members who were already trained, and the rest were formed by new Reflect for literacy graduates. By the end of 2015, all of the groups were actively fighting for women's rights.

In 2015, the 61 CBGs worked on changing attitudes within the communities that negatively affected the participation or fulfilment of women's rights. The key focus was to increase the community members' respect for women and girls in terms on shared decision making within the households, shared household chores and open discussions on inheritance rights. For example, the CBGs reported that they were able to stop 20 forced marriages and assist nine women in inheritance discrimination. They also reported a decrease in domestic and sexual violence. Further, ADRA saw an increase in the number of women participating actively in community life, for instance more women started discussions in the church, discussed issues openly on the radio or started businesses.

Despite the positive changes, the number of incidences of rape and sexual violence is still alarmingly high, and the CBGs have assisted victims as young as three years old. The reason is the impunity of perpetrators and the continuing poor respect for women and girls. In this context, it was a positive impact in 2015 that the rate of reporting actually increased. A larger involvement of traditional and community leaders in the reporting of incidents showed that these stakeholders gained a better understanding of women's rights and began to acknowledge the claims and voices of the women. Radio programmes have been particularly useful in supporting women to advocate for their rights. A total of 115 radio broadcasts was aired through seven community radios in collaboration with the CBGs. The 115 shows received 600 calls and 2,100 text messages as reactions to the aired themes.

Immediate objective 2: Community based groups have adequate resources to enable them to cover their basic needs and are able to address issues affecting the well-being of their communities for sustainable development

During 2015, the 61 CBGs were active in addressing issues on behalf of the communities and thus conducted 93 community dialogues. The majority of the community dialogues were on the right to permanent water sources in Masisi and Rutsuru communities. Water is a particular problem in these areas. Due to the thick layer of solid lava, it is impossible to drill for water, and the government is delivering water in water trucks a couple of times a week. However, this is not enough to cater for the entire community and the CBGs have been advocating for more permanent solutions. Subsequently, six permanent water tanks for rainwater collection have been installed. 32 community dialogues have been held on the peaceful resolution of ethnic conflicts between the Hutu and

Nande in Rutsuru, a community that has witnessed severe fighting throughout 2015. In addition, 14 community dialogues on land issues were held. It is difficult to show the impact of these dialogues on ethnic conflict but the CBGs reported that the land conflicts were settled peacefully and the tensions between the two ethnic groups were reduced. What is more, in a context such as Eastern DRC, it is a positive result that the community was able to meet peacefully to discuss ethnic tensions. This brings hope for the future.

The CBGs carried out awareness raising on hygiene and sanitation, primarily through radio broadcasts, awareness raising in market places and home visits. The health clinics reported a reduction of waterborne diseases on an average of 8% throughout the programme area. The health clinics also reported an increase in children being vaccinated. ADRA DRC collaborated with a local NGO on a vaccination campaigns, where the two organisations organised campaigns together.

The Reflect methodology was introduced in late 2014, and the number of Reflect circles continued to increase throughout 2015. From the 47 Reflect circles, 1,197 learners graduated, of which 86% were women. The Reflect circles were highly appreciated by the learners, and the increased knowledge gave the women a sense of empowerment. The majority of Reflect learners, who were not already CBG members, formed new CBGs where they continued to discuss community issues, share knowledge and began working on advocacy campaigns.

Throughout the reporting period, 96 VSLAs were active, which improved the culture of savings in the communities. The savings and access to small loans provided an opportunity for women to engage in income generating activities, and women reported that that the increased income contributed to feelings of empowerment and more respect in the home. The majority of the women used small loans to start small income generating activities and only a few used the loans to pay back old debt or purchase items for the wellbeing of their family. In addition to the increased income from VSLAs, 54% of the CBG members were involved in income generating activities. Most of the CBG members were involved in farming activities but others engaged in activities such as basket weaving and soap making. The participation in income generating activities increased the coherence and sustainability of the groups.

PLANS, DEVIATIONS AND CHALLENGES DURING 2015

The political unrest in Burundi resulted in more than 10,000 Burundian refugees in South Kivu in the DRC. ADRA Denmark supported the refugees with flexible funds from our Humanitarian Partnership Agreement with Danida. With these funds, ADRA DRC covered unmet needs and urgent gaps in the areas of shelter, protection and WASH.

In the last part of 2015, ADRA DRC was informed that due to the extensive and unforeseen budget cuts in ADRA Denmark's framework agreement with Danida, it was no longer possible to continue the ASC activities in the DRC as planned. The main reasons for choosing DRC was that the programme was comparatively small and that ADRA DRC was a relatively weak partner with severe logistical challenges in a huge country. A six months' exit strategy, which focused on strengthening the weakest CBGs, was quickly developed. The exit strategy took place from January to June 2016. However, the abrupt exit has severely affected the impact of the programme, the sustainability of the CBGs and ADRA DRC's name and reputation.

LESSONS LEARNED FROM PROGRAMME IMPLEMENTATION

The ongoing weakness in the capacity and wish of local authorities to fight impunity became evident during 2015. Despite the increased involvement of local and traditional leaders in assisting women to report sexual violence, the capacity and lack of assistance from the police and the court system is still extremely low. Before this is changed it is almost impossible to combat the high rate of sexual assault.

The collaboration with a local NGO focusing on the vaccination on children was very successful. The CBGs teamed with the NGO on market days and other special occasions and took turns in spreading their issues of interests.

Malawi

CONTEXT UPDATE

Due to mismanagement, corruption and fraud in the public sector, budget support from donors was dramatically reduced leaving the government with large fiscal deficits, increasing the difficulty of the government to provide public services. Though the government made attempts to strengthen financial control mechanisms, external donors did not have sufficient trust to resume budget support. However, they have continued to support specific projects and programmes.

An Access to Information (ATI) Bill, which could improve transparency and accountability and mitigate mismanagement, was being developed during 2015. However, the government had many reservations to the bill, and the adoption was postponed. This retained a general mistrust for the government. Some civil society organisations tried to put pressure on the government and address the issues of mismanagement, corruption and poor service provision, but did not succeed in establishing joint agendas. Civil society remained weak and disjointed, and some organisations established unhealthy relations with the government.

During January 2015, the three programme districts Mulanje, Machinga and TA Kawiga, experienced torrential thunderstorms. The floods and persistent rainfall caused the loss of lives and extensive damage to property. Approximately 50,000 households in the three districts were affected or left homeless and more than 13,524 hectares of crops were destroyed by the heavy rains.

MAJOR ACHIEVEMENTS DURING 2015

ADRA continued during 2015 to support 93 CBGs including farmers' associations and youth networks, as well as utilising Reflect circles as platforms for identifying and discussing a number of issues affecting communities. Depending on the issues identified, actions were taken to address the issues and achieve the desired change.

Immediate Objective 1: Community Based Groups and other civil society actors are well-positioned, skilled, able to organise, advocate and to mobilise communities to address and take action on political, social and economic development issues.

During 2015, approximately 20% of the CBGs developed and systematically implemented advocacy initiatives. Through various platforms including radio, these CBGs advocated for issues affecting them as a way to achieve change in their communities. The issues raised included election

processes for leadership within the local structures, access to water, access to primary education, education standards, early marriages and pregnancies and inadequate health services.

For example, in the elections for the Area Development Committee (ADC) in Mulanje district, the ADC chairperson was not expected to be re-elected because he had been ineffective during several periods. However, the local Member of Parliament supported the former ADC chairman and managed to threaten many people into vote for him. His re-election gave rise to discontent among many community members, and CBGs supported by ADRA facilitated interface meetings with an open debate about how he failed to fulfil his responsibilities. This resulted in new elections, and new community members were elected to take up leadership roles.

During 2015, there were several examples of how CBGs supported by ADRA were able to organise, advocate and mobilise communities to address and take action on issues affecting the rights of young girls. E.g. in Mulanje, a 15-year-old primary school student was impregnated by a ward councillor. A number of CBGs supported by ADRA raised the issue with the District Social Welfare office and through this dialogue the office ensured that the councillor was arrested and the issue was taken to court.

As a way to prevent the negative impact of child marriage on girls' education, Liwonde Youth Network from Machinga district approached cultural duty-bearers such as traditional and religious leaders to change their attitudes regarding early marriage and to make them allies in enforcing the government's legislation on early marriage. The Youth Network in cooperation with the cultural and religious leaders managed to develop by-laws that engaged local leaders in restricting early marriages in STA Liwonde. As a result, 66 girls and 21 boys aged 14-16 years, returned to primary school.

ADRA continued to support CBGs to develop technical skills in regards to sustainable livelihood activities. As a result, 62% of the targeted CBGs were able to demonstrate their acquired skills, for example through the analysis of agricultural value chains and conduct irrigation farming. During 2015, the majority of these CBGs were able to practice collective marketing and to form linkages with various markets.

Another example of change has been the use of dialogue to support farmers in negotiating better prices for their cotton. The ginners in Machinga previously offered farmers the minimum price for their cotton, the government standard of MK190/kg. ADRA supported Mbonechera Cotton Association to facilitate dialogue meetings with the local farmers with the purpose of withholding their yield to be in a better position to negotiate cotton prices with the ginners. As a result, the price for their cotton was increased to MK210/kg.

An innovative Farmer Market School research project was piloted in Mulanje and Machinga in two groups of 25 farmers. By personally and directly engaging with all the relevant value chain actors, the farmers gained a thorough knowledge and understanding of agricultural value chains. This put them in a position to choose crops for production based on marketability and profitability and enabled them to interact or deal directly with actors higher up the value chains and be more competitive.

A first version of a Farmer Market School manual was drafted and ready to be tested by new groups in 2016. The plan is to disseminate the methodology to other relevant stakeholders.

Immediate Objective 2: ADRA Malawi is a strong player in the Malawian civil society that promotes the rights and interests of vulnerable groups locally, nationally and internationally

Throughout 2015, ADRA Malawi has collaborated with a number of stakeholders and other civil society organisations in advocating for various issues as well as acting as a platform for civic education for the nation at large.

For example, an MOU was signed between Médecins Sans Frontières and ADRA Malawi for collaboration efforts on the usage of communication platforms facilitated by ADRA to advocate for the national adoption of two Antiretroviral Therapy approaches.

ADRA continued during 2015 to act as a catalyst for change by facilitating the raising of issues affecting local communities on national radio and television. During 2015, ADRA facilitated eight CBGs in using national radio and television shows as advocacy platforms regarding different issues of concerns. For example, Zatonse radio programme worked with the Teachers' Union of Malawi, the Civil Society Education Coalition, the Ministry of Education, Science and Technology and The Link for Education Governance to address challenges faced in the education system in Malawi. ADRA also made use of national radio and TV shows to raise issues of widespread corruption, impunity, the slowness in the juridical system to finalise cases of people in high positions and early marriage, amongst others.

As results of the often controversial issues and topics presented on the national radio and TV platforms facilitated by ADRA, the issues raised have often been taken up by other media sources, such as newspapers, TV and radio stations. The radio and TV programmes facilitated by ADRA therefore worked as a catalyst for change. Many viewers and listeners relate easily to the issues as ADRA represent issues from people's daily life. As a result of the national TV and radio shows, people have become better informed about their rights and responsibilities and are able to discuss the issues and demand for better services and good governance. The TV and radio programmes facilitated by ADRA often challenged the political agenda. Politicians followed the programmes to stay informed of the pressing issues and often engaged in addressing the issues on live TV.

PLANS, DEVIATIONS AND CHALLENGES DURING 2015

The flooding in the beginning of 2015 affected the work of the programme as well as beneficiaries and different duty bearers, including service providers in two of the implementing districts.

In Mulanje several CBGs experienced political interference from leadership in relation to their work. ADRA continued building the capacity of CBG members and empowered them with knowledge and skills to safely advocate in such an environment. Consequently, the CBGs did not give up, but continued the work and successfully obtained the results expected.

The government controlled media network, the Malawi Broadcasting Corporation, has become more restrictive over the content of the programmes that ADRA has been developing and airing for years. This resulted in censoring programmes that focused on sensitive and critical issues, such as

the poor implementation of government policies. The Tikuferanji TV programmes in particular have been restricted and subsequently not broadcast. In view of this, ADRA Malawi will, from 2016, engage other media houses to broadcast its programmes.

During 2015 the level of literacy among members of the CBGs affected their understanding of the market systems in terms of how they operate. Some of the farmers did not have the negotiation power or critical thinking skills to question agreements made between buyers and themselves. ADRA will continue to build their capacity to understand how they should be able to think through all deals and understand them and negotiate for conditions and terms that will benefit them. ADRA continues to promote the REFLECT Literacy circles as a measure of dealing with illiteracy.

LESSONS LEARNED DURING 2015

Despite the media programmes being a success in bringing change and the print media being able to capture some of the immediate results based on particular programmes aired, ADRA Malawi has had a challenge in soliciting the evidence needed to document the direct impact of these programmes. In view of this, ADRA Malawi plans to conduct biannual mini surveys in its catchment areas, including Blantyre city, and annual surveys across the country to document the success of the programmes.

The production of radio programmes on issues affecting everyday life identified by the communities themselves has been instrumental in sparking debate and creating a platform for advocacy by different Civil Society actors.

Rwanda

CONTEXT UPDATES

In 2015, Rwanda continued to benefit from rapid economic growth, a reduction in poverty and increased access to services, including health and education. However, questions have remained over freedom of speech, human rights abuses and space for civil society. Media freedom is very restricted, and journalists are to a large extent subject to self-censorship as a lot of issues related to the 1994 genocide and politics are very sensitive. The Kinyarwanda language broadcasts of BBC have been suspended after they broadcast a controversial documentary on the genocide. The channel was one of the important sources of independent information in the country.

In December 2015, the Rwandans voted in a referendum about extending the number of terms for a president to run for re-election after two terms in office. An overwhelming majority (98%) voted to allow president Kagame to run for a third term of seven years and two terms after that, meaning that he can stay in power (if elected) until 2034. Kagame has held office since 2000.

Natural disasters affected negatively the results of the programme. Between January and March, a prolonged dry season affected the harvest and during quarter 2 and quarter 3, the rain period started very late and ended early, also affecting the harvest. During the fourth quarter, a prolonged dry season affected farming activities in eastern, southern and western provinces. Following the dry season, heavy rains destroyed community infrastructure (schools, roads, houses), causing the loss of lives in the western province and affected farming activities along the Nyabarongo river.

MAJOR ACHIEVEMENTS DURING 2015

Immediate Objective 1: CBGs are well-organised and able to mobilise their communities to address and take action on political, social and economic development issues

The Action for Social Change programme in Rwanda has throughout 2015 been working with a total of 700 CBGs: 358 Livelihood CBGs; 93 Parents-Teachers Associations; 93 School Management Committees; 63 Health/HIV CBGs and 93 Anti-AIDS clubs in schools with a total of 24,614 members, including 14,907 females and 9,707 males. The groups have, throughout 2015, worked to improve their work and their organisations.

KOHIKA CBG is a maize growing cooperative, which has managed to identify and build strong partnerships with different stakeholders in order to support its activities. The CBG is receiving support from various organisations like Rwanda Development Organisation and Ministry of Agriculture. The support has been technical guidance, fertilisers, market access and as a result, the CBG has improved its agricultural production, marketing and sales. The CBG has been linked to the World Food Programme that has bought 35 tons of beans through the cooperative.

In Mukama sector, a CBG is making profits out of cleaning the local market place every week. The CBG was informed by a local leader that the livestock market could no longer use the usual market place, but the nearby school playground. The CBG, jointly with the PTA advocated for students not to have their playground occupied by the livestock market and as a result the Sector Advisory Council resolved not to relocate the livestock market. Both the school and the CBG benefited from the solution, since the CBG is officially allowed to profit from cleaning the livestock market. As a result of this advocacy effort, the school pupils can now play and use their playground every day.

Immediate Objective 2: CBGs have increased technical capacity to address identified challenges and felt needs in relation to education, health, and food security

The technical trainings in the ASC programme have proven very beneficial in terms of sustainability and improved livelihood for the CBG members and their families.

The capacity building in the VSLA methodology provided by the ASC programme to the members of VSLAs has impacted poverty reduction all around the area of the programme. For instance, in Mahembe sector, VSLA group members run small businesses, such as the trading of commodities, small livestock rearing, and the production of handicrafts. Hence, they are able to buy scholastic materials for their children, pay health insurances and buy home utensils, which are all contributing to the fulfilment of their right to education and health.

Another example is the VSLA group ABADACOGORA, which has improved their documentation about their financial status, resulting in better transparency and accountability. The use of different books helped the group to manage the savings of 114,150 RWF, which allowed each VSLA member to receive 7,610 RWF, approximately US\$100 as dividend. As a direct result, all 128 members paid their health insurance using VSLA savings.

IGANABIKORWA is a handicraft CBG that managed to enter into a partnership with the organisation Society for Family Health Rwanda (SFH), which trained them in nutrition. In return, the CBG is now making money by carrying out nutrition training sessions among community members for SFH.

Another example is the CBG Nyabubare GS that identified a problem of young girls from poor families being exposed to AIDS because of sugar daddies (elderly men) who tempt the girls to sleep with them in exchange for money or materials. Focal teachers initiated an income generating activity to support poor children and prevent them from being taken advantage of by these men. Every Anti-AIDS club member and focal teacher contributed some money to buy laying hens to give to the young women who are now profiting from this activity.

Reflect has again in 2015 proved to be a very successful approach to literacy, and 2,224 learners graduated and received their certificate in literacy. The approach is highly appreciated both by the target group and the authorities.³

Immediate Objective 3: CBGs influence processes of democratisation and promote their communities' rights and interests through dialogue, networking and advocacy

Throughout the year, community based groups have been conducting small advocacy initiatives, networking and dialogue with local authorities. 45 groups have been supported to develop their own advocacy plans and carry out advocacy activities, and 42 CBGs participated in discussions with local authorities through community dialogue sessions. Issues discussed in the community dialogues included the challenges faced by CBGs in their process to register with the authorities, children's right to education, in particular children with disabilities and special needs, or conflict over land.

Advocacy in Rwanda is not easy due to the political system, but through the ASC programme, small efforts can be done through building relationships for dialogue with local authorities. Radio programmes are very useful, and 58 radio programmes were produced and aired in 2015. ASC uses two radio stations, one based in Kigali, which covers 70% of the country and the other is a community radio located in the Western Province (Karongi District). The impact and coverage of the programme can be measured through the direct feedback from phone calls and text messages during live talk shows. It is also reflected by individuals coming to the office to ask for more information about what they heard on the radio, or to ask for advice on how they can tackle their problems. This feedback comes from both members of the CBGs and from non-CBG members, and also from listeners outside our physical operation areas.

ADRA Rwanda facilitated network meetings where SMCs and PTCs (formerly PTAs) could share experiences, identify and discuss common issues. In Ruganda sector of Karongi district, they planned to deal with the following issues that contribute to the right to education and access to improved education: 1. Lack of pre-schools, 2. Lunch for poor students and 3. School dropouts. They are now addressing these issues with the Sector Education Leadership.

A fish farming CBG had a problem with fish pond boundaries. The district authorities had given the CBG four hectares of land for their fish farming activities, but did not know their boundaries. Some herders would bring their cows for grazing pretending that it was a public land. The CBG organised a

³ Danida review report p. 53

community dialogue that involved local leaders, cattle keepers as well as other community members so that they demarcated the boundaries and warned people against invading the CBG land.

In Ruganda sector, SMCs attended training organised by ADRA in auditing the schools' financial records. Before the training, school records were not audited. As a result of the training in school auditing, SMCs now carry out school auditing and can advise PTCs on how to take action on any irregularities in the audit report.

Nyamugwagwa school needed to build a new classroom and rehabilitate an old building that was destroyed by heavy rains and thunder. The school identified partners and associations that could be involved in solving this issue. The PTA of the school met with a number of stakeholders, including the Ministry of Education and sector leaders. As a result, Karongi district, in partnership with the Ministry, promised to build three classrooms and provide iron sheets to renovate old classrooms.

Immediate Objective 4: ADRA Rwanda is a strong player in the Rwandan civil society that promotes the rights and interests of vulnerable groups locally, nationally and internationally

The capacity building of ADRA Rwanda in 2015 focused on introducing the Theory of Change methodology, as with the other ASC countries, and formulate a new programme logic. As a consequence, the M&E system has also been improved.

ADRA Rwanda has a good relationship with a number of national stakeholders, including Rwanda Agriculture Board, Rwanda Cooperative Agency and Rwanda Biomedical Centre.⁴

PLANS, CHALLENGES AND DEVIATIONS DURING 2015

ASC's advocacy approach continued to be affected by pressures from the authorities. The district authorities, especially in Karongi, demanded a change of activities to suit the district performance plans, emphasising service delivery activities instead of capacity building and advocacy. ADRA Rwanda held a number of meetings with them emphasising that the empowerment of poor people through training and skills development is more conducive to sustainable development than service delivery approaches. ADRA Rwanda also promised to work with them to develop proposals for service delivery that donors could fund. Meetings to further discuss these challenges were continually postponed until year-end.

LESSONS LEARNED DURING 2015

In September 2015, Danida conducted a review of ADRA Denmark, and the Action for Social Change programme in Rwanda was selected as one of the case countries to be visited by the review team.

The key lessons from the review were the following:

- The results at community level are in general good, though not always fully documented.

⁴ Danida review p. 55

- Progress has been made in terms of improved livelihoods, greater awareness of HIV/AIDS and the importance of education for children in areas where dropping out of school is common.
- ADRA Rwanda is present in remote areas and has a close relationship and cooperation with both local CBGs and authorities at the two lowest levels of government.
- The Village Savings and Loans Associations are much appreciated, and in most of the cases they had been used to save funds for health insurance, which is a positive step towards ensuring health in the communities.
- Several CBGs visited expressed appreciation of support in terms of training and small-scale advocacy plans. Support for registration of CBGs as cooperatives is important in a country where access to land could be a contentious issue and thus might require legal action.
- The Parents'/Teachers' Associations and School Management Committees have been strengthened.
- Adult literacy work, including the Reflect circles, as they are called, is highly appreciated by the target group and authorities. According to student test results, this adult education effort appears to be of good quality.
- HIV/AIDS awareness groups are also thought to have contributed to raising awareness.

The review team also pointed at some challenges:

- ADRA Rwanda has begun its advocacy work, but has yet to fully develop it;
- Pressure on the programme to deliver tangible results from authorities;
- Focus is on CBGs rather than the community as a whole;
- No clear exit strategies for mature CBGs;
- Little emphasis in involving communities in contributing to district planning or policies.

The recommendations have been included in the formulation of a new programme phase. In particular, CBG exit strategies and national advocacy work and networking will be of focus in the coming years.

South Sudan

CONTEXT UPDATES

The political instability and armed conflict that started in December 2013 persisted throughout 2014 and into 2015. In August 2015, the two parties, SPLA represented by President Salva Kiir on the one side and SPLA-IO represented by former Vice President Riek Machar on the other, signed a peace agreement. It was signed as a result of massive external pressure and aimed to define who controlled each of the ten states in South Sudan. The conflict, however, continued as the agreement was never really accepted by the two parties nor by the militias that were more or less under their control. In order to increase their power, both parties decided to divide the country's ten states into 21 and 28 respectively, which further hampered the implementation of the peace agreement. Thus, the political and security environment remained unstable both at local and national level.

The political environment in South Sudan was not conducive or supportive for civil society and advocacy activities. The government made it clear that they saw NGOs only as service providers and

that the empowerment of civil society would be regarded as an attempt to undermine the government.

The media were censored, and journalists were assaulted or even killed. The situation was further challenged as the government presented an NGO bill with provisions to hinder civil society activities, especially in the area of advocacy.

The only income, with the exception of financial support from external donors, came from oil production. However, the declining world market prices for oil, combined with half of the oil fields being controlled by the opposition, reduced the national income dramatically. This made it even more difficult to provide basic services, such as health and education, to the general population. In addition, the shortage of foreign currency enhanced the difference between the official exchange rate and the rate on the black market, which increased inflation and resulted in a devaluation of the South Sudanese pound (SSP) by the end of 2015.

MAJOR ACHIEVEMENTS DURING 2015

As it was the final year for the ASC programme in South Sudan, emphasis was on consolidating the groups to ensure that they had the necessary skills and organisational structures to continue their activities. Based on the experience and lessons learned, primarily from Western Equatoria, ADRA South Sudan started integrating the components of the ASC programme into other projects.

In Eastern Equatoria, four VSLA groups had been started under ASC as a supporting component in an education project funded by ADRA Norway. These groups became fully integrated into the Norwegian project when the ASC programme phased out. The plan is to mainstream VSLA in the ADRA South Sudan programme portfolio. Also the PTA Network approach has been taken up by the Norwegian project.

Immediate Objective 1: CBGs are well organised and able to mobilise their communities to address and take action on political, social and economic development issues

The PTA Network signed an MOU with the Ministry of Education at state level and was hence recognised as a formal representative of the PTAs. Thus, the network was able to support the member PTAs and the related schools in voicing issues and engage the Ministry of Education in addressing challenges in the education sector. The PTAs and PTA Network conducted dialogues with the education authorities on the one hand and with community leaders and members on the other hand. This resulted in improved supervision by the state and county education officers. The PTAs and PTA Network also managed to engage the Ministry of Education in the enforcement of a teachers' code of conduct, formulation of policies to guide the transfer of teachers and initiatives to abolish negative cultural practices that hinder girls' access to school.

In January 2015 the PTA network became fully registered with the State Ministry for Social Development and opened bank accounts in both SSP and US\$, where contributions from schools and parents to support network activities were remitted. The network also expanded to include twenty new schools, which enhanced the influence of the network both at community level and in relation to the education authorities.

An outcome in relation to gender equality is that now 47% of the PTA Network executive committee members are female. This change in leadership in favour of women is a result of the constitution in which leadership is changed through democratic elections. The constitution enables the groups to conduct their activities effectively and efficiently.

PTAs and PTA Network members applied for and received land leases for two primary schools. This is significant, as most schools do not have the title deeds of the land registered in the name of the school. This results in people encroaching on school land. For instance, part of Yambio primary school was taken by traders and turned into a bus park, which reduced the perimeter of the school and left it with no land for extracurricular activities and school gardens.

The dialogues between the PTA network and community leaders and members also resulted in the mobilisation of communities to address the needs and challenges in the schools. The issue of the insufficient numbers of teachers was addressed and 18 part-time teachers were employed. They also made improvements in terms of cleaning, increase in the number of classrooms and other buildings, better hygiene, school meals, etc. In two different schools, the PTAs were able to rehabilitate boreholes. Furthermore, the PTAs and PTA Network members bought agricultural tools and cultivated school gardens that acted as learning sites for the pupils while also providing food. Some of the food items were sold and the money used for school purposes. In addition, they bought office furniture and scholastic materials and opened a school football playground.

The PTA Network worked through the PTAs to encourage parents to send children to school. The outcome of the different initiatives contributed to an increase of 6% enrolment and improved retention rates of children in school. The increase in the enrolment of girls was 3.8%. Unfortunately, the statistics for the second and third terms of 2015 showed a decrease in enrolment due to the insecurity that engulfed the schools in Yambio county.

Membership of VSLAs inspired and motivated many people to work hard and prioritise weekly savings, which they did not do previously. The VSLA members applied the values and skills learned from working in VSLA groups to collectively address other issues and start initiatives such as adult literacy classes to benefit other community members. One VSLA contributed money and paid for a literacy instructor. Others came together to cultivate group gardens to address food shortages in their communities. Members of the VSLA management committees developed an ambition to take on leadership roles in their communities. At the household level, VSLA members started to consult and engage their husbands, wives and children regarding domestic decisions.

Many female members gained self-confidence from VSLA membership. As a result of the empowerment processes, 51% of VSLA leadership is now female. This has further encouraged many women to take on leadership roles in their communities.

The total VSLA savings in the programme in 2015 was SSP 141,115, approximately US\$ 8,920. As a result, 90 VSLA members were able to pay school fees and purchase scholastic materials including uniforms for their children. Some VSLA members could even afford to send their children to study in Kenya with the money they accumulated through the VSLA activities. 170 VSLA members used VSLA income on health services for themselves or their households, while others improved their housing. VSLA members were encouraged to exchange business skills, and some members decided to

experiment with different businesses. Through this, they managed to increase the size of their businesses and their income. Some members used the money on more nutritious foods and on increasing the number of meals per day.

Immediate Objective 2: ADRA South Sudan is a strong player in the South Sudanese civil society that promotes the rights and interests of vulnerable groups locally, nationally and internationally

In 2015, the ASC programme facilitated the development of an ADRA South Sudan programme strategy using the Theory of Change approach. This led to an increased emphasis on reporting on outcomes rather than activities. ADRA South Sudan conducted an assessment of their capacity vis-à-vis education and developed a plan for the coming years, which will address key capacity gaps.

ADRA South Sudan was able to facilitate different kinds of dialogue between rights-holders, for example a Youth Peer group, the PTA Network, PTAs, VSLAs and SMCs, and duty-bearers. Community dialogues and interface meetings made it possible for the different groups to raise issues for the purpose of improved service delivery. These efforts improved school enrolment and retention rates, especially in Western Equatoria. They also gave the youth better access to sexual and reproductive health messages aimed at reducing the prevalence of STDs, early pregnancy and maternal mortality. Finally, they increased the financial resilience of the community members, which helped them to achieve their right to food, housing, health and education.

PLANS, DEVIATIONS AND CHALLENGES DURING 2015

In 2015, the civil war, which was previously concentrated in Upper Nile, spread into the programme area. A conflict between residents and cattle keepers migrating from a neighbouring state escalated as the government intervened and took sides with the cattle keepers. The local youth, also known as the "Arrow Boys", declared allegiance to SPLM/IO. The fighting resulted in the closure of the road between Juba and the programme locations, and group activities and the movement of staff was restricted due to insecurity. Monitoring and supervision from the head office in Juba was reduced as only air transport was possible between Juba and the programme area, but the field staff in Yambio and Mundri West were able to continue with programme implementation. The pressure on the field staff however increased as 5,000 IDPs fled into the ADRA compound in Yambio, which further slowed down the planned activities. Also incidences of shootings directed at NGO vehicles in Eastern Equatoria restricted movement and slowed down field activities, technical support and M&E from the head office. Consequently, it was decided to use armed escorts in order to minimise staff risks.

As a result of the conflict in Western Equatoria in 2015, three quarters of the ASC beneficiaries lost their livelihoods, and others could not access their farms to cultivate. This increased the poverty rate amongst the VSLA and PTA/PTA Network members. About three quarters of the programme beneficiaries were hampered in mobilising the resources needed to facilitate their activities.

The devaluation of the SSP and rising inflation affected the programme budget, as the planned activities became more expensive. Thus, ADRA had to adjust programme plans and emphasise even more the importance of the groups becoming self-reliant.

There was a high demand from the schools in Yambio to join the PTA Network. This was a challenge for the programme, as the capacity to increase the size of the network was limited. The programme facilitated Network executive members to mobilise resources from the schools to support the expansion. As a result, twenty new schools were included in the Network in 2015.

ADRA had planned to conduct a national advocacy campaign on the right of girls to education. However, this could not be conducted as planned, as the political environment was dangerous. Government security agents conducted arbitrary arrests, torture and murder of activists calling for reforms. Any attempt to address concerns to the government was met with stiff resistance and treated as an act of rebellion.

LESSONS LEARNED DURING 2015

The main learning was that the VSLA method is a very strong component, which benefits both pastoralist and non-pastoralist communities. ADRA South Sudan, therefore, embarked on mainstreaming VSLA activities into other projects such as the Norwegian funded SEAQE education project and a new German funded food security project in Upper Nile. ADRA South Sudan also learned that the establishment of VSLAs is a good entry point to community mobilisation, because VSLA members become able to contribute to community projects, including support for schools.

Another important learning was that working with several PTAs in a network, instead of individual school PTAs, is more effective. The network provided an opportunity for PTAs to learn from each other, develop consensus, and effectively engage with parents and government authorities. Individual school PTAs engage with parents, but do not engage effectively with government and other actors within the field of education. Government, as well as civil society actors, tend to listen more carefully to PTA Network issues as the Network represents a much larger pool of schools and parents.

Western Equatoria is a patrilineal society and men tend to naturally dominate the public sphere. However, we have noticed that the PTA Network has provided opportunities for women to participate and actively engage in the dialogues as a result of the development of a constitution that stipulates freedom of expression and respect for each other's views.

The PTA Network was also effectively in promoting parent-to-parent dialogue. It was noted that parents tend to listen with keen interest and responded positively if issues affecting schools were communicated to them by their peers, rather than representatives of the government or other NGOs.

It was also confirmed throughout 2015, that although the people of Western and Eastern Equatoria were affected by civil war and relied heavily on external support, they had the potential and resources to sustain their lives. An important learning is that community dialogue is a strong means to generate collective reflection on community issues and on how to address those issues in future programmes.

Uganda

CONTEXT UPDATES

Political campaigns for the forthcoming 2016 national general elections limited the activities of institutions and NGOs working on sensitive issues or questioning the status of public service delivery in the region. For instance, community dialogues and other social accountability platforms, which are some of the main means through which the ASC programme in Uganda delivers on its objectives, were censored by the local government and security agencies during 2015.

In 2015 Uganda's parliament passed a controversial NGO bill seeking to repeal the Non-Governmental Organisations Act (as amended in 2006). The bill gave the authorities sweeping powers to regulate civil society. The NGO's in the country contended that the bill in its current form was a drawback to Uganda's democratic credentials, as it might be invoked to muzzle dissenting voices and disprove the essence of freedom of expression and association. The longer-term impact of the legislation is yet to be seen.

MAJOR ACHIEVEMENTS DURING 2015

The ASC programme in Uganda continued building the capacity of local communities to address development issues and be active agents of change. The programme also worked on strengthening the capacities and willingness of local leaders and authorities to respond to citizens' needs and rights.

Immediate Objective 1: 129 CBGs have achieved positive change inside and outside their communities

During 2015, ADRA supported 129 CBGs in the Karamoja region to build their capacity to effectively represent the interests of the community or their constituents to relevant duty bearers. As a result of this capacity building, many CBGs were able to attract and manage public government funding as well as hold government officials in the area accountable for providing public funds in a transparent manner.

For example, one CBG in Kaabong district made use of *barazas* (public meetings called by local government officials) to raise the issue of sub-county leaders who received a kickback for allocating public funding to certain CBGs. As a result, a sub-county leader was transferred from his position and sub-county leaders were instructed to allocate funds to all the CBGs fulfilling the required criteria that had not yet received funds.

The CBGs targeted by ASC had developed their capacity to receive and manage public funds, which positioned them well to access such funds. During 2015, 43 CBGs applied for and accessed public funds as a result of their proposal writing skills, financial management skills and advocacy activities.

The funds were utilised to support livelihood activities, as well as raise issues of concern in the communities with local duty bearers. For example, a CBG in Kaabong district received 2,5 million UGX (approximately 730 USD) from the Community Driven Development fund to procure land for the construction of a store for cereal banking. Another CBG in Kotido district received 46 bulls from the National Youth Livelihood programme. The bulls are used with ox-ploughs to improve

agricultural food production. Another CBG used the money to carry out peace campaigns and support their leaders to attend meetings with duty bearers.

As a reaction to the increase in land related conflicts as mentioned in the section below, ADRA has, during 2015, in partnership with the Karimojong communities, advocated for community members' access to land through various forums such as radio talk shows and *barazas*. As a result, the Government of Uganda de-gazetted chunks of land, which were previously protected game reserves to agricultural land accessible to community members.

During 2015 there was an increase in the awareness of human rights and women's empowerment among the CBGs targeted by ADRA. For example, in Abim district, human rights violations such as the denial of access to justice, arbitrary arrests, and discrimination according to wealth had become rampant. Consequently, one CBG facilitated a community meeting at the parish headquarters with authorities from the Uganda Police force, the sub-county and Parish political and civil society leaders. As a result, a police commander was transferred and demoted. In addition, the crime rate in the area was, according to official police reports, reduced.

Previously, many CBGs preferred male leaders, even when the majority of the members were women. As a result of the economic and social empowerment of women in the ASC programme, this has begun to change, and women now take up leadership positions.

ADRA also trained CBG members in group dynamics and organisational development, and as a result, a number of CBGs were able to solve internal organisational conflicts and work according to their constitutions. For example, during 2015, five CBGs reported the mismanagement of funds among the CBG leaders to the police. As a result, one leaders' property was confiscated to recover the loss from the mismanaged group funds, which had been received through a public government fund. This was done in accordance with their group constitution, which gave CBG members the mandate to recover mismanaged funds.

During 2015 ADRA facilitated awareness raising activities and training aimed at empowering community members to make use of the public justice system in cases of law violations. As a result, three cases of child defilement were reported and handled by the police. Eight cases were handled in the traditional courts, of which three were cases of mismanagement of group funds and five cases dealt with aggravated defilement leading to school children being forced into marriages.

Immediate Objective 2: ADRA Uganda is a strong player in the Ugandan civil society that promotes the rights and interests of vulnerable groups locally, nationally and internationally.

During 2015, ADRA Uganda continued to be an important player in the facilitation of the peace process in the Karamoja region. ADRA played a key role in sharing information and facilitating peace dialogues. As a result, resolutions were reached to settle two outstanding land disputes in Abim district. Additionally, the facilitation of peace dialogues resulted in the peaceful recovery of 290 stolen livestock from the Karamoja region and the neighbouring Turkana district in the North West of Kenya.

During 2015 ADRA co-facilitated a tripartite peace meeting between the Toposa of Eastern Equatoria (South Sudan), the Turkana of Kenya and the Karimojong (Jie and Dodoth) of Uganda. As a result of the tripartite meeting, 18 resolutions were made, including:

- Recommendations to the governments of South Sudan and Kenya to start and support disarmament (as in Uganda); adoption of a 'Peace Caravan' approach in sensitising communities (as in Kenya); establishment of cross border grazing/peace committees; establishment of a joint task force for Regional Conflict Mitigation and Sensitization; involvement and participation of women in the strategic planning and peace meetings in all three countries; establishment of livestock markets along the borders; livestock branding as a means of tracking and recovering animals.

ADRA continued its work on increasing the focus on the plight of indigenous peoples, such as the Ik in Kaabong and the Batwa in Kisoro district. In 2015, ADRA Uganda facilitated key stakeholders from the Ministry of Gender and representatives of the Batwa and Ik advocacy NGOs to visit two indigenous peoples' communities in Kisoro and Kaabong district with the purpose of making duty-bearers recognise the Batwa and Ik as indigenous peoples.

PLANS, DEVIATIONS AND CHALLENGES DURING 2015

Local authorities as well as traditional leaders in Karamoja are often poorly organised and have a weak understanding of their responsibilities vis-a-vis rights-holders. Their skills in coordinating with other actors to present and lobby issues within the government system remain weak. As much as the local government may be willing, its resources are at times too limited to fulfil the rights of the community members in terms of meeting their rights to services.

Initiating advocacy processes in a context where duty bearers do not have a clear idea of their roles and responsibilities nor the resources to enable them to fulfil them remains a huge challenge. On numerous occasions CBGs have waited for more than a year to receive feedback from local authorities on advocacy issues raised, and this has discouraged some communities from engaging in advocacy as a method to achieve their rights. It is necessary in the coming years for ADRA to continue working to strengthen the capacity of leaders to represent the interests of the Karimojong in policy and budgeting processes within Karamoja.

As a consequence, ADRA Uganda is planning to facilitate planning and budgeting processes right from the grass-roots level, whereby community members are involved in the identification and prioritisation of community issues in the district budgets and district development plans.

ADRA Uganda lacked a clear monitoring guide for programme interventions. In February 2015, a process was begun to address this, and by the end of November, a monitoring manual, built upon through the Theory of Change process, was developed with support from a technical team from ADRA Denmark. This is going to be used from 2016 onwards.

LESSONS LEARNED DURING 2015

In general, the level of literacy and analytical skills is low in Karamoja. Facilitating community groups to analyse their own situation, define objectives, identify stakeholders and engage authorities has at times been a challenge. CBGs targeted by the ASC programme have received technical training in

various productive activities; however, the application of the skills has been poor. There is a need to make the skills trainings more practical, as the level of education and ability to put theory into practice among CBG members is low.

Land related conflicts are on the rise in the programme area, notably in the fertile agricultural farmlands. This is attributed to the return of peace to the sub-region which has made people return to areas where their clan members once lived. With new generations and people resettling in such areas, conflicts have emerged with different parties claiming ownership of the same piece of land. This calls for the consideration of addressing land rights and solving land related conflicts in future programming.

Zimbabwe

CONTEXT UPDATES

The economic slowdown in Zimbabwe continued in 2015 with further lack of investment and the poor management of government finances. The lack of growth in the economy and high incidences of unemployment impacted negatively on the living standards of most people, including beneficiaries in the ASC programme area. In July-September, job cuts affected at least 20,000 public workers. The political situation was still relatively stable in spite of growing public disillusionment in central governance. The lack of resources made it difficult for the government to implement much needed reforms and to make matters worse, the government had to cut its wage bill, and civil servants threatened to go on strike.⁵ Zimbabwe also experienced climatic challenges, which were amplified by the El Niño effect, causing drought across the whole country. At least four million Zimbabweans were affected. The drought combined with the current gridlock in the public sector sum up a dreary 2015.

MAJOR ACHIEVEMENTS DURING 2015

The Action for Social Change programme in Zimbabwe began in January 2014 and continued in 2015 with a name-change: Community Sustained Development Initiative (CSDI).⁶ The main focus was, and is, on strengthening smallholder organisations, particularly in urban horticulture, and the Peri-Urban Vegetable Producer's Union (PVPU), advocating for a more favourable policy environment for smallholder farmers. The programme also focused on the organisational strengthening of ADRA Zimbabwe as a civil society organization in Zimbabwe.

The two major achievements in 2015 were a strengthened PVPU and the launching of a national policy process for horticulture.

⁵ This actually happened in July 2016. The country was almost at a standstill because of workers' 'stay-at-home' strike, placing Zimbabwe in an acute economic crisis that is increasingly becoming political.

⁶ This name-change was decided in collaboration with ADRA Zimbabwe's Board in order not to attract Government criticism of being an 'activist' program.

Immediate objective 1: Peri-urban Vegetable Producer's Union (PVPU), small holder farmer groups in the 8 gardens, peri-urban vegetable producers around Harare & other towns and other organisations relevant for smallholder farmers are well organised and able to mobilise their members to address and take action on social and economic development issues

The PVPU gained considerable strength during 2015, actually to such an extent that ADRA was no longer considered necessary for capacity building and other activities in 2016. Two factors greatly contributed to this positive development. First, the PVPU started to engage with other smallholder farmers outside the nine community gardens, for whom the organisation was established as an umbrella body. These are individual farmers using various irrigation methods on bigger plots on communal land in the periphery of Harare. Secondly, the PVPU improved its relationship with its members by focusing on its role of assisting them to improve their market shares. In 2014, the PVPU was developing its strategy, but many of the members did not feel that they benefitted from their membership. In 2015, the PVPU secured contacts with different up-market supermarkets, where members could market their produce for a good price. During the third quarter of 2015, the PVPU thus secured a contract farming arrangement with Selby, a vegetable wholesaler, which is also linked to the export market. Farmers were requested to produce certain vegetable lines, which they would market to Selby, for example green beans, chillies and baby marrow. In 2015, the nine gardens increased their share of vegetables sold to the 'formal' markets from 51% to 63%.

The introduction of a system of 'lead marketers', two per garden, was an important reason for the PVPU's success. They helped the smallholders to link to the formal market. The lead marketers became contact persons for the buyers. Previously, the buyers would contact ADRA if they required produce from the gardens, which distorted the value chain. The 'lead marketers' could perform the central role of coordinating bulking and transporting of produce to the market. As a result of this, the smallholder farmers became better at farm recording. While only 46% of them kept farm diaries at the beginning of the year, 97% did by the end of the year. Similar improvements were documented on the percentage of smallholders keeping sales and spraying records as well as input and expenditure records.

Immediate objective 2: A strengthened, vibrant and locally rooted civil society in Zimbabwe that is a dynamic actor in social, political and economic processes in order to enhance sustainable development processes

In 2015, ADRA Zimbabwe was approached by the Ministry of Agriculture, Mechanisation and Irrigation Development (MAMID) to initiate joint country-wide Stakeholder Forums to develop a national horticulture policy. This was an outcome of a big stakeholder forum organised by ADRA Zimbabwe in Harare in April 2015. It brought all stakeholders together, private and public, farmer organisations, CSOs and relevant institutions. ADRA Zimbabwe terms this approach 'participatory advocacy', as it is based on the inclusion of all relevant stakeholders in the process.

The stakeholder forum in Harare was followed by similar events in Gweru and Bulawayo as part of the ASC (CSDI) programme. These forums were an indication of the important role that ADRA Zimbabwe has obtained as a civil society organisation in Zimbabwe. It engages itself in policy formulation as a facilitator to make the process participatory for all stakeholders, not least the

smallholders involved in horticulture, to voice their concerns and opinions. Further stakeholder forums were planned for 2016.

PLANS, DEVIATIONS AND CHALLENGES DURING 2015

The delay by the Ministry of Small and Medium Enterprises to issue certificates of registration to recognise the PVPU as a union resulted in the slow implementation of some of the PVPUs plans, such as securing a working space and opening a bank account.⁷ Before the first stakeholder forum, the PVPU chairperson was interviewed on national television, where he advocated for stakeholders to recognise the agenda for urban farming in Zimbabwe and issues that needed to be addressed by stakeholders. The media coverage was influential to the forum as some value chain actors attended the meeting after watching the clip. They strongly advocated for the urban farming agenda to be raised. However, a major challenge for the organisation was the misconception that the PVPU has a political agenda. This affected ADRA Zimbabwe's continued activities of building the capacity of the PVPU. In fact, ADRA Zimbabwe had to discontinue the direct support to the PVPU, which luckily, at that stage, was already quite self-reliant.

Despite their success, some 'lead marketers' for gardens such as Epworth Big Plot, Mufakose, Ruwa and Epworth Small Plot faced challenges with reluctant farmers in the gardens, who had produce to be marketed, but could not afford transport costs. As a response, the 'lead marketers' proposed to establish a revolving fund managed by the garden treasurer to enable readily available transport money for produce taken to distant and local markets. This idea was used by Glenview garden and functions well. A small deduction is taken from every produce taken to the market, which goes towards the revolving fund. Where two or more gardens are supplying the same market, 'lead marketers' have agreed to bulk their produce at a central place in the city and use one vehicle in order to save on transport costs.

Farmers' readiness to engage with the formal markets was uneven. It was slow for some gardens due to a lack of adequate inputs and finance to purchase inputs. This even slowed down the uptake of the programme to produce in groups for Selby Enterprises. Issues of productivity were still a challenge. Introducing VSLA's in the gardens in 2016 will help the farmers create savings and access small loans to finance the required inputs.

The issue of late payment is a general challenge for smallholder farmers. It was taken up with Selby Enterprises, when the company was invited to the gardens to conduct buyers' meetings. Selby Enterprises agreed to prompt payment for farmers within the agreed two weeks' payment period.

⁷ A certificate is one of the requirements for opening a bank account. This registration has been formalised in 2016, and PVPU has opened an account with Steward Bank. Gardens will now only require their members selling to formal markets to be registered under the Eco Cash facility for Econet, a mobile company working in partnership with Steward Bank. They will thus receive their money using mobile technology. Farmers in the gardens, who have now also received their registration certificate from the Ministry for Small and Medium Enterprises, have seen this as a welcome move. This is one of the requirements for them to open an account with Steward Bank.

However, there is still a need for interaction with other buyers and duty bearers to be responsive to the needs of smallholder farmers with regards to this. A precondition is strengthened business relationships where farmers constantly supply good quality produce to the buyers.

The consequences of El Niño affected the whole country. The gardens supported by CSDI were not spared from the drought, which was confirmed by the Meteorological department as the worst in 18 years. This resulted in less rainfall, and some farmers could not afford to contribute regular money to irrigate the crops.

In November 2015, a team from the CSDI programme went to Malawi and participated in a dissemination workshop from a pilot project on the Farmer Market School approach. They saw this approach as very relevant for Zimbabwe and decided to pilot it in 2016.

LESSONS LEARNED DURING 2015

The stakeholder forums have been very useful platforms for both conducting advocacy and creating dialogue amongst value chain actors. The private sector participated in these forums with a view of meeting up with different value chain actors and establishing business deals. The stakeholder forums highlighted the importance of extending the outreach to other smallholder farmers, rather than limiting the activities to those engaged in the community gardens. ADRA widened the group of participants by including farmers from irrigation schemes to initiate better coordination and formation of structures for representation. The forums facilitated by ADRA Zimbabwe were very interactive with meaningful discussions, however, the preparation needed for the stakeholder forums require a lot of time and human resources. The lesson learned was that planning should start early so that processes are not rushed and all important stakeholders should be invited to the forum.

One-day consultative stakeholder forums did not allow for reflection on how the issues raised would be addressed. The debriefing meetings by ADRA and MAMID pointed out a clear need to unpack and address all of the issues raised in the forum. This issue will be addressed in the follow-up forums or working groups to be facilitated by ADRA Zimbabwe in partnership with MAMID in the provinces.

The introduction of 'lead marketers' as contact persons for the buyers has, as mentioned above, proven effective. Use of 'lead marketers' as peer trainers increased farmers' participation in selling produce to both formal and informal markets demonstrating the impact of peer to peer education as a positive approach that enhances farmer readiness. This is evident by the percentage increase in farmers' marketing to formal markets over the year. There is, however, a need for farmers to share supply calendars with buyers as soon as they have planted and for constant liaison and updating of the buyer on the progress of the crop in the field. The private sector buyers should be encouraged to do likewise.

Maintenance of irrigation infrastructure is a problem in almost all of the community gardens. In 2015 a fund was established by CSDI to cater for infrastructure investments. The PVPU manages the fund. Kuwadzana Community Garden, which has 108 members, contributed 50% of the money to buy a generator, and the irrigation fund contributed the other 50%. Zimbabwe is currently facing energy problems, and without sufficient and regular electricity supplies, farmers' yields are at risk of

being destroyed. This model is new and could be developed further to help with this important element of irrigated agriculture.

Progress and Results from Cross-Country Activities and Mutual Learning

THEORY OF CHANGE WORKSHOP 2015

The RAM assessment in 2014 made it evident for ADRA Denmark that a new framework was needed for the Action for Social Change programmes in order to better capture and measure results and social change. Hence, it was decided to embark on a process to develop a Theory of Change (ToC) for the ASC programme. Partner representatives from Malawi, Uganda and Rwanda were invited to Denmark for a consultation in December 2014, and it was agreed then to restructure the programme.

An external consultant was assigned to facilitate the ToC process. A two-day staff workshop was held in Denmark, and a draft ToC was developed based on the existing programme. The draft was shared with partners as preparation for a joint workshop in Nairobi in April 2015, where all ASC partners participated with two or three key staff members. The workshop resulted in an overall ToC for ASC and laid the groundwork for the process of developing country-specific ToCs.

During the Nairobi workshop, some changes and adjustments in the overall draft ToC for the ASC programme were made. Based on this, a sense of ownership was created among all of the participants from the various country ASC programmes. The consultant facilitated a process where all of the ASC country programmes started formulating their individual ToCs based on the overall programme ToC. Each country selected their prioritised Change Areas among the six total Change Areas in the ToC. Based on their selection they developed change pathways for each change area. The process of developing the country specific ToCs continued after the Nairobi workshop and involved the full participation of the teams from the various ASC programmes to further develop a sense of ownership over the process and programme development.

The ToC process was followed by a process where Monitoring & Evaluation frameworks were developed based on the ToC approach. Each programme held a workshop facilitated by ADRA Denmark staff where a monitoring manual was developed.

RECOMMENDATIONS FROM THE DANIDA REVIEW

As part of the RAM process, Danida commissioned a review and capacity assessment of ADRA Denmark in September 2015. The Action for Social Change programme in Rwanda was included in this review, and some of the recommendations to the Rwanda programme have already been mentioned in the country specific section. The review report gave 13 overall recommendations to ADRA Denmark, of which the following are of specific relevance to ADRA's Framework Agreement:

1. Results documentation should be strengthened: *As part of the upcoming adjustments of its Action for Social Change Programmes, ADRA Denmark should identify and formulate not only outputs, but also key changes to be promoted (outcomes). Reference should be made to key thematic areas, where ADRA Denmark partners will provide assistance, so that changes take place at the level of both right-holders and policies. [...] Quality assurance of all results should be strengthened.*

Completed to date: It is expected that the Theory of Change process mentioned above will strengthen results documentation. Since the country specific Theories of Change focus on outcomes (change areas), it will be possible to identify changes also at this level.

*4. ADRA Denmark should, in consultation with its partners, engage with other international (including bi- and multilateral) donors outside the ADRA network, who support ADRA Denmark's partners under the Danida frame. Partners should be encouraged to invite and chair coordination meetings with their donors. ADRA Denmark should, in dialogue with these donors, define how to strengthen the partners and how to **enhance coordination and complementarity** between ADRA Denmark and them. ADRA Denmark should likewise promote that all partners participate in relevant country-level donor coordination forums.*

Completed to date: We have tried to strengthen the dialogue with our partners on this, since we believe that they should take the lead in this coordination. So far, however, the partners have been hesitant to chair coordination meetings with their donors. ADRA Denmark is still considering how we can encourage better coordination. Our partners are strongly encouraged to participate in country-level donor coordination forums, which they already do to a large extent.

*5. ADRA should **prepare an overall strategy** covering development cooperation, humanitarian assistance, as well as organisational development. The strategy should position ADRA Denmark's work on Linking Relief Rehabilitation and Development and should include strategies for communication, fundraising and ADRA Business. The present Action for Social Change and Communication for Social Change approaches would be part of the development strategy. The overall strategy should include criteria for geographical and thematic priorities. The relevant underlying strategies and policies such as country strategies, partner strategy, thematic (gender, rights-based) and other underlying policies should be finalised or developed and linked to the overall strategy, based on the Theory of Change.*

Completed to date: In November 2015 we embarked on a strategy development process, which entailed developing a Theory of Change for the organisation. The process was somewhat halted by the severe budget cuts that we experienced during the same period. Also, we awaited the outcome of the World Humanitarian Summit and the new Danish strategy – and perhaps we underestimated the number of other tasks that had to be done simultaneously to strengthen the programmes. Thus, the strategy is still in a draft form, but expected to be finalised and approved soon.

*6. **Context and target group analysis should be strengthened.** In order to justify the selected targets for outcomes, ADRA Denmark should improve its context analysis. The analysis should include a more detailed breakdown of target groups, including the most vulnerable and their needs, how to pursue an HRBA (Human Rights-Based Approach) integrating the PANT (Participation, Accountability, Non-Discrimination and Transparency) principles, humanitarian principles, gender and protection issues. The policies and tools for this should be updated or developed as appropriate.*

Completed to date: We have worked intensely to strengthen context as well as stakeholder analyses in our programme and project documents. New templates have been developed, and a lot of resources have been put into building staff capacity on this through mentoring and ongoing feedback. Likewise, we have been in a close dialogue with our partners on the importance of strong analyses and how to improve in this field. With regard to HRBA, we have assigned a staff member to focus specifically on this and to develop an internal training course, which can be taken to share with our partners together with an HRBA manual. In September 2016 we will embark on the first HRBA training for ADRA partners.

7. Policy-level interventions should be strengthened. *ADRA Denmark supports a considerable number of interventions at community and local levels. As part of the upcoming formulation and adjustment of the ASC programme, evidence-based advocacy interventions should be strengthened at district and national levels in order to hold duty-bearers accountable.*

Completed to date: This is something that we continuously discuss with our partners and have tried to build into the new ASC programme documents. However, national level advocacy is a challenge for several of our partners, including in Rwanda where civil society space is extremely limited. In other countries, such as Malawi, the national advocacy work of ADRA is extremely strong.

8. ADRA Denmark should, in countries of cooperation under the Danida framework funding agreement, to the extent possible actively promote ADRA Denmark partners becoming nationally registered and taking part in national civil society networks. *Likewise, ADRA Denmark's partners should be encouraged to actively engage in – and/or co-finance – national advocacy activities implemented by other national civil society organisations and networks. ADRA Denmark may support their partners in mapping sub-national and national networks in which it could be relevant for the partners to participate in order to strengthen their advocacy work.*

Completed to date: All ASC partners are national CSO's with their own constituency, bi-laws and board. Some of them are registered as INGO within their own country in order to access international funding. We believe that the important issue is that they take part in national civil society networks, which we continuously discuss with them and strongly encouraging them to do. The mapping of networks is entailed in the stakeholder analyses that we develop in close cooperation with our partners.

9. ADRA Denmark should, as part of the preparation of the new strategy, develop a clear policy for Linking Relief Rehabilitation and Development (LRRD) that defines how ADRA understands LRRD, and sets out guidance for how to implement it. The preparation of an LRRD policy could contribute to linking the development and the humanitarian assistance.

Completed to date: We have begun the development of an LRRD policy, but it is yet to be finalised.

10. Partner capacity development should be done more systematically and be based on a proper organisational analysis. *The tools for capacity development should be formalised, including how to*

assess changes. Such tools could include: i) capacity assessment of partners (e.g. based on the Integrated Organisation Model); ii) information about a rights-based approach and advocacy; and iii) information of ToC. A capacity development plan could be formulated with each partner, outlining exact targets and time lines.

Completed to date: In the ADRA network, capacity development of our ADRA partners in the South (so-called implementing offices) is the responsibility of the ADRA regional offices. The Africa regional office in Nairobi has been driving a Country Operation Review for Excellence (CORE) process of our partners. ADRA Denmark has been part of the follow up peer review of ADRA Malawi and ADRA Uganda. CORE entails an organisational development plan, which requires support from the several supporting offices to the implementing office. With regard to Theory of Change and HRBA, however, ADRA Denmark have (as mentioned above) embarked on a capacity development process.

12. ADRA should develop a comprehensive programme manual, which should double as a partner manual, to which the financial management manual, partner monitoring manual, procurement guidelines, M&E manual, and other programme related manuals, procedures and guidelines should be sub-documents.

Completed to date: The development of a comprehensive programme manual is in progress, although delayed according to the original time schedule. Several new templates and check lists have been developed, the M&E system has been reviewed, the reporting system improved, etc. However, the process of developing new programme documents (using new templates, improving context and stakeholder analyses etc.) has taken more resources than anticipated. The work on the programme manual will be given priority in the second half of 2016.

13. The M&E system should be reviewed and fine-tuned so as to document how results and targets are consolidated and aggregated at higher levels, and so that methods and systems set out how to institutionalise knowledge and learning, converting it into innovation.

Completed to date: The M&E system has been reviewed and adapted to fit the Theory of Change approach. This should enable us to consolidate and aggregate results at a higher level. Global indicators, which all ASC countries will have to report on, have been developed.

Linking Research to Practice

Since 2013, ADRA Denmark has cooperated with Roskilde University Centre (RUC) on a PhD research project on the Action for Social Change approach to programming. The PhD is an ethnographic and in-depth study on how Communication for Social Change (CSFC) concepts and practices work strategically in the processes of organising and implementing development programmes in a participatory fashion. The full project title is "Action for Social Change: Communicating Change from North to South and Back – A dialogic study of how democracy, participation, and social change is articulated, performed, and practiced in a development program collaboration between medium-

sized NGOs in Denmark and East Africa". By analysing original, qualitative data produced by the author over a 5-year period (2010-15) in collaboration with ADRA Denmark and the ASC partners (ADRA Malawi in particular), the study documents the complex communicative processes related to performing a development programme such as ASC.

In 2015, the PhD project has progressed in terms of concluding the field research and processing the empirical materials through analytical coding and theorisation. A considerable amount of data (42 interviews, 32 observations) has been collected and categorised through qualitative analysis software. The analysis and writing up of the final thesis is currently in progress towards the deadline, which is by the end of 2016.

Other points of progress concern research communication. First, as part of the compulsory teaching programme, a lecture on CFSC and four thematic meetings based on various aspects of the research have been hosted at ADRA Denmark. Furthermore, the PhD student has participated in Globalt Fokus' Strengthening Organisational Learning (SOL) program, and is currently a member of the SOL community of Danish CSOs. This is a suitable venue for future presentations and interaction once the PhD project is completed. Secondly, research papers with emerging findings have been presented at smaller conferences in Malmö, Barcelona, London, and Brisbane, as well as at major international conferences in Leicester. In addition, a book chapter for Palgrave's Communication for Social Change series is coming out in autumn 2016.

Finally, a compulsory part of the PhD programme is to conduct a research visit. This was done in late spring at the Centre for Communication for Social Change at The University of Queensland. Activities during the visit included teaching, peer review, and hosting a seminar based on the PhD project. The research visit and conference activities contribute to building a global network around the PhD study, which will help ensuring its future impact within the research community.

Development Education in Denmark during 2015

SAME-SAME – BUT DIFFERENT

In 2015 ADRA Denmark further expanded and developed the campaign SAME-SAME – but different, which ran for the third year in a row. In line with the ADRA Denmark strategy for development education, the purpose of the campaign was to communicate some of the causes of poverty and social injustice, and how we work to fight these issues. We also wanted to communicate that many countries in the Global South are moving forward and in many ways are doing better than what is commonly known in Denmark. Specifically, we tried to create a dialogue and a link between young people in Rwanda and young people in Denmark. We wanted to show young Danes how their lives are different from the lives of young Rwandans, but more importantly that they also have a lot in common, as many of their values and dreams are very much the same. The main target group for the campaign was students at Danish boarding schools (efterskoler), high schools and folk high schools.

As with previous years, the campaign focused was on engaging the target group in the development of the campaign content as well as being the communicators of the campaign. Evaluations of the

campaigns over the previous two years highlighted that engaging the target group in the core of the campaign, does indeed make it more relevant and trustworthy to the target group.

In 2015, we decided to focus more on integrating the campaign into the national education curriculum. Therefore, we set up an ADRA Youth team that would visit schools in Denmark with a one-and-a-half-hour presentation of ADRA's work in Malawi, Rwanda and Uganda. In 2015, the ADRA Youth team visited Uganda together with ADRA Denmark's Communication Coordinator and two journalists and communication specialists. In Uganda they produced content for the presentations at schools, for Facebook, for the campaign website <http://www.same-same.dk/> and for a magazine. The team has so far conducted 21 presentations for classes on Jutland, Zealand and Funen. Both high schools, boarding schools and folk high schools showed positive interest in the campaign, and we plan to continue the presentation throughout the autumn and winter of 2016. For more information of our visit to the Nørre G, please see: <http://www.norreg.dk/da/content/afrika-p%C3%A5-n%C3%B8rre-g>

A main part of the presentation was short video clips from Malawi, Rwanda and Uganda with young people from each country telling their stories and giving the Danish students an insight into their everyday life.

As part of the campaign we produced a new version of the 2014 magazine. In order to minimise costs and make sure that the magazine reached the target group, we decided to distribute the magazine ourselves instead of delegating this to an external distributor. Hence, it was distributed by ADRA and PERISKOP to 35 high schools and to the 21 classes at boarding schools and folk high schools that the team visited with their presentation. The content written by young people, for young people. The target audience has responded very positively to this approach. One focus group member reported: "Had it been written by a journalist it would just have been another article, but for us as students this is something new. It makes a big difference that they have written a lot of it themselves".

The website <http://www.same-same.dk/> had 4,600 unique visits in 2015. The website was revised to make the education material more user-friendly, for example by giving examples of how others have used it and how to use it in different subjects. We received positive feedback from the schools that we visited with our presentation and saw that many used both the website and magazine as a part of their education across different subjects.

Posts on the SAME-SAME Facebook page <https://www.facebook.com/samesame.dk/?fref=ts> had a total reach of 24,000 users in the campaign period. The Facebook page was an integrated part of the presentations.



CHAPTER THREE:
Framework agreement budget 2017-
2020



Rammebudget - resumé

pr. 25. august 2016

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Budget for rammebevilling 2017-2020

Organisation: ADRA Danmark

Beløb i 1.000 kr.

Indtægter**Egenfinansiering af PPA**

	Regnskab 2015	Pct. af egen- finansiering	Budget 2016	Pct. af egen- finansiering	Budget 2017	Pct. af egen- finansiering	Budget 2018	Pct. af egen- finansiering	Budget 2019	Pct. af egen- finansiering	Budget 2020	Pct. af egen- finansiering
Likvide midler (min. 5% af egenfinansiering total)	2.067	26,8%	1.067	25,0%	952	25,0%	952	25,1%	952	25,3%	952	25,3%
Samfinansiering	5.641	73,2%	3.200	75,0%	2.855	75,0%	2.836	74,9%	2.814	74,7%	2.814	74,7%
Andre midler rejst i Danmark (ikke likvide midler)	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%
Andre bidrag	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%
Egenfinansiering Total	7.708		4.267		3.807		3.788		3.766		3.766	

Rammemidler

Årets tilsagn	37.000		24.500		22.100		21.800		21.800		21.800	
Rammemidler overført fra tidligere år	152		-291									
Rammemidler overført til næste år	291											
Renteindtægter	2											
Tidligere disponeret udgift returneret fra program / partner	-101											
Rammemidler Total	37.345		24.209		22.100		21.800		21.800		21.800	

Rammemidler + likvide midler fra egenfinansieringen	39.412		25.276		23.052		22.752		22.752		22.752	
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Egenfinansieringsandel af PPA i %	23,8%		20,4%		20,2%		20,2%		20,1%		20,1%	
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Udgifter

	Regnskab		Budget		Budget		Budget		Budget		Budget	
Program- og Projektstøtte	2015	Pct.	2016	Pct.	2017	Pct.	2018	Pct.	2019	Pct.	2020	Pct.
Program- og Projektaktiviteter (PPA)	32.407	82%	20.919	83%	18.888	82%	18.763	82%	18.763	82%	18.763	82%
Program- og Projektaktiviteter (egenfinansieret)	2.008	5%	1.059	4%	949	4%	949	4%	949	4%	949	4%
Program- og projektrelateret oplysning	602	2%	424	2%	381	2%	375	2%	375	2%	375	2%
Øvrige aktiviteter	1.859	5%	1.202	5%	1.300	6%	1.150	5%	1.150	5%	1.150	5%
Revision	88	0%	88	0%	88	0%	88	0%	88	0%	88	0%
Administration	2.447	6%	1.584	6%	1.446	6%	1.426	6%	1.426	6%	1.426	6%
Total (Rammemidler total + likvide midler fra egenfinansieringen)	39.412		25.276		23.052		22.752		22.752		22.752	

Specifikation af Program- og projektaktiviteter (PPA)

	Regnskab		Budget		Budget		Budget		Budget		Budget	
Region	2015	Pct.	2016	Pct.	2017	Pct.	2018	Pct.	2019	Pct.	2020	Pct.
Afrika	32.407	100%	20.919	100%	18.888	100%	18.763	100%	18.763	100%	18.763	100%
Asien	0		0									
Latinamerika	0		0									
Globalt	0		0									
I alt PPA	32.407		20.919		18.888		18.763		18.763		18.763	

	Regnskab		Budget		Budget		Budget		Budget		Budget	
Sektorer	2015	Pct.	2016	Pct.	2017	Pct.	2018	Pct.	2019	Pct.	2020	Pct.
Health	460	1%	2.092	10%	1.889	10%	1.876	10%	1.876	10%	1.876	10%
Government and civil society	16.579	51%	12.133	58%	10.955	58%	10.883	58%	10.883	58%	10.883	58%
Education	4.665	14%	2.301	11%	2.078	11%	2.064	11%	2.064	11%	2.064	11%
Hiv/Aids	4.071	13%	1.046	5%	944	5%	938	5%	938	5%	938	5%
Agriculture	6.632		3.347	16%	3.022	16%	3.002	16%	3.002	16%	3.002	16%
I alt PPA	32.407		20.919		18.888		18.763		18.763		18.763	

Rammebudget - Regioner/lande

Budget for rammebevilling 2017-2020

Organisation: ADRA Danmark

Beløb i 1.000 kr.

	Regnskab		Godkendt budget		Budget		Budget		Budget		Budget	
Afrika (f.eks.)	2015	Pct.	2016	Pct.	2017	Pct.	2018	Pct.	2019	Pct.	2020	Pct.
Burundi	4.186	13%	3.300	16%	3.300	17%	3.300	18%	3.300	18%	3.300	18%
DR Congo*	1.753	5%	169	1%								
Malawi	8.426	26%	5.950	28%	5.950	32%	5.950	32%	5.950	32%	5.950	32%
Rwanda	7.705	24%	5.000	24%	5.000	26%	5.000	27%	5.000	27%	5.000	27%
Syd Sudan	3.058	9%										
Uganda	4.595	14%	3.800	18%	3.800	20%	3.800	20%	3.800	20%	3.800	20%
Zimbabwe	2.684	8%	2.700	13%								
Uallokerede midler					838	4%	713	4%	713	4%	713	4%
Afrika i alt	32.407		20.919		18.888		18.763		18.763		18.763	
Program- og projektaktiviteter i alt	32.407		20.919		18.888		18.763		18.763		18.763	

* DR Congo er lukket ned pr. 30/6 2016 på baggrund af Finanslovsnedskæringerne. Udfasningsaktiviteterne har i 2016 været på kr. 819.970. De finansieres delvist med egenfinansiering.

Rammebudget - øvrige aktiviteter

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Budget for rammebevilling 2017-2020

Organisation: ADRA Danmark

Beløb i 1.000 kr.

	Regnskab		Godkendt budget		Budget		Budget		Budget		Budget	
	2015	Pct.	2016	Pct.	2017	Pct.	2018	Pct.	2019	Pct.	2020	Pct.
Forundersøgelser	136	7%	250	21%	150	12%	250	22%	250	22%	250	22%
Tilsyn og reviews	1.090	59%	700	58%	700	54%	900	78%	900	78%	900	78%
Evalueringer	0	0%		0%	450	35%		0%		0%		0%
Særligt aftalte rammeaktiviteter (specificeres)	633	34%	252	21%		0%		0%		0%		0%
Øvrige aktiviteter i alt	1.859		1.202		1.300		1.150		1.150		1.150	

Specifikation - Særligt aftalte rammeaktiviteter

	Regnskab		Godkendt budget		Budget		Budget		Budget		Budget	
	2015	Pct.	2016	Pct.	2017	Pct.	2018	Pct.	2019	Pct.	2020	Pct.
PHD	325	17%	252	21%		0%		0%		0%		0%
Projektudvikling		0%		0%		0%		0%		0%		0%
Partnerworkshop	308	17%		0%		0%		0%		0%		0%
Strategiudvikling		0%		0%		0%		0%		0%		0%
Særligt aftalte rammeaktiviteter i alt	633		252		0		0		0		0	

Rammebudget - Sektorer/indsatsområder

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Budget for rammebevilling 2017-2020

Organisation: ADRA Danmark

Beløb i 1.000 kr.

	Regnskab		Godkendt budget		Budget		Budget		Budget		Budget	
Health	2015	Pct.	2016	Pct.	2017	Pct.	2018	Pct.	2019	Pct.	2020	Pct.
Afrika	460	12%	2.092	10%	1.889	10%	1.876	10%	1.876	10%	1.876	10%
Health i alt	460		2.092		1.889		1.876		1.876		1.876	
Government and civil society												
Afrika	16.579	51%	12.133	58%	10.955	58%	10.883	58%	10.883	58%	10.883	58%
Government and civil society i alt	16.579		12.133		10.955		10.883		10.883		10.883	
Education												
Afrika	4.665	31%	2.301	11%	2.078	11%	2.064	11%	2.064	11%	2.064	11%
Education i alt	4.665		2.301		2.078		2.064		2.064		2.064	
Hiv/Aids												
Afrika	4.071	6%	1.046	5%	944	5%	938	5%	938	5%	938	5%
Hiv/Aids i alt	4.071		1.046		944		938		938		938	
Agriculture												
Afrika	6.632		3.347	16%	3.022	16%	3.002	16%	3.002	16%	3.002	16%
Agriculture i alt	6.632		3.347		3.022		3.002		3.002		3.002	
Program- og projektaktiviteter i alt	32.407		20.919		18.888		18.763		18.763		18.763	

Rammebudget - Specifikation af egenfinansieringselementer

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Budget for rammebevilling 2017-2020

Organisation: ADRA Danmark

Beløb i 1.000 kr.

Likvide midler (min. 5% af egenfinansiering total)	Regnskab 2015	Pct. 2015	Budget 2016	Pct. 2016	Budget 2017	Pct. 2017	Budget 2018	Pct. 2018	Budget 2019	Pct. 2019	Budget 2020	Pct. 2020
Danmarks Indsamlingen	2.008	97%	1.067	100%	952	100%	952	100%	952	100%	952	100%
Donationer	59	3%		0%		0%		0%		0%		0%
Total	2.067	100%	1.067	100%	952	100%	952	100%	952	100%	952	100%

Samfinansiering	Regnskab 2015	Pct. 2015	Budget 2016	Pct. 2016	Budget 2017	Pct. 2017	Budget 2018	Pct. 2018	Budget 2019	Pct. 2019	Budget 2020	Pct. 2020
SIDA	5.641	100%	3.200	100%	2.855	100%	2.836	100%	2.814	100%	2.814	100%
NORAD		0%		0%		0%		0%		0%		0%
EUROPEAID		0%		0%		0%		0%		0%		0%
International alliancepartner		0%		0%		0%		0%		0%		0%
Total	5.641	100%	3.200	100%	2.855	100%	2.836	100%	2.814	100%	2.814	100%

De 4 typer finansiering er gensidigt udelukkende. Dvs. at midler kun kan regnes med én gang ét sted.

Rammebudget - tværgående hensyn

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Vurdering for 2016

Organisation: ADRA Danmark

	Køn Vægt (pct.)	Miljø Vægt (pct.)	God regeringsførelse og menneskerettigheder Vægt (pct.)	Hiv og Aids Vægt (pct.)	RMNCH Vægt (pct.)
Vurdering	30	0	100	0	0



CHAPTER FOUR: Accounting Report



The Final Accounts for ADRA Denmark's 2015 Framework Agreement and Audit Report are attached in Annex Two.



Frame accounts - Summary

ADRA Denmark

Frame accounts for the year: 2015

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

All amounts in 1,000 DKK

	Budget	Actual	Deviation in pct.
Disposition of the Grant (Income and Expense Statement)			
Income			
Own Funding			
Liquid funds (min. 5% of PPA ex. liquid funds)	1.610	2.067	28,4%
Match- and Co-funding	3.853	5.641	46,4%
Other funds raised in Denmark (not liquid funds)	0	0	
Other funds	0	0	
Own Funding Total	5.463	7.708	74,8%
Frame funds			
Opening balance	152	152	
Transfer from Danida (total grant for the year)	37.000	37.000	0,0%
Interest income	0	2	
Accrual	0	-101	
Frame funds Total	37.152	37.054	-0,3%
Income (Frame funds + Liquid funds from Own funding)	38.762	39.121	0,9%
Consumption programme- and project support (PPS)			
Programme and Project activities (PPA) (including liquid funds)	33.846	34.416	-1,7%
Programme and Project related information (PRO-funds)	574	602	-4,7%
Additional Activities	1.740	1.859	-6,9%
Audit	88	88	0,6%
Administration (max. 7% of Frame funds)	2.420	2.447	-1,1%
Consumption Total (Frame funds + Liquid funds from Own funding)	38.669	39.412	-1,9%
Here of Frame funds	37.000	37.345	
Unused Frame funds for the year	152	-291	
Carried forward to 2016		-291	
Unused funds carried over to next year (max. 10% of grant of the year)	0,0%	-0,8%	
Equity ratio (min. 20% of PPA)	16,9%	23,8%	
Liquid funds (min. 5% of the own funding total)	5,0%	6,4%	
PRO-funds (max 2% of PPA funds)	1,5%	1,6%	
Administration (max 7% of total frame funds)	7,0%	7,0%	



ANNEX 1:

Time plan and budget for 2017 Development Communication activities



ADRA Denmark's Development Communication activities in 2017:

Activity	Time period	Budget (in DKK)
Research	February - April	50,0000
Travel	April	60,000
Updating and development of new material for communication: Web, film and articles	April - August	30,000
Updating the existing education material	April - August	130,000
Production of news and posts on social media	September - December	20,000
Launching of the education material	September	30,000
ADRA Youth tour (presenting the campaign for students in class)	September – December	20,000
Total budget		340,000



ANNEX 2:

Final Accounts for ADRA Denmark's 2015 Framework Agreement and Audit Report



ADRA Denmark

Final Accounts for Framework Agreement 2015

Donor:

The Danish Ministry of Foreign Affairs (Danida)

Danida Journal no.: 2014-11869

LIST OF CONTENTS

- Management's Endorsement
- Accounting report
- Audit report
- Applied accounting principles
- Accounts

MANAGEMENT's ENDORSEMENT

Hereby the final accounts for the "Framework Agreement 2015". The agreement was financed 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
- The final accounts give a true and fair view of the activities and financial position in relation to the Danish Ministry of Foreign Affairs.

Naerum, 8 June 2016



Lehnart Falk
Secretary General



Nils Rechter
Finance Director

ACCOUNTING REPORT

Grant

On January 5, 2015 Danida granted DKK 37.000.000 towards a Framework agreement for 2015 with ADRA Denmark.

Budget

On October 15, 2015 ADRA submitted a budget revision to Danida, which was approved on December 10, 2015. It allocated, among other things, the non-planned activity line, and a minor allocation in the country budgets for Burundi, DRC, Rwanda and Uganda was also initiated.

Funding

In addition to the grant of DKK 37.000.000 is earned interest of DKK 2.000 and an opening balance from 2014 of DKK 51.000 as well as own funding of DKK 59.000 to the ASC program in Rwanda. Total available funds in 2015 were DKK 37.112.000.

As of December 31, 2015 the accounts show a total consumption of DKK 37.403.000. Leaving a balance of DKK -291.000 which is carried forward to the Framework agreement 2016.

Den uafhængige revisors erklæringer

Til ADRA Danmark

Erklæring på rammeregnskab for 2015

Vi har revideret det medfølgende rammeregnskab for perioden 01.01.2015 – 31.12.2015, der udviser et tilskud på 37.000 t.kr. og afholdte udgifter på 37.345 t.kr. Tilskud er modtaget i henhold til reglerne for organisationer med Rammeaftale med Udenrigsministeriet af 5. januar 2015.

Rammeregnskabet er udarbejdet af ADRA Danmark på grundlag af regnskabsbestemmelserne i ”Administrative retningslinjer for danske organisationer med Rammeaftale med Udenrigsministeriet”, i det følgende kaldet tilskudsgivers retningslinjer.

Ledelsens ansvar for rammeregnskabet

Ledelsen har ansvaret for udarbejdelsen af et rammeregnskab, som er rigtigt, dvs. uden væsentlige fejl og mangler, i overensstemmelse med tilskudsgivers retningslinjer. Ledelsen har endvidere ansvaret for den interne kontrol, som ledelsen anser for nødvendig for at kunne udarbejde et rammeregnskab uden væsentlig fejlinformation, uanset om denne skyldes besvigelser eller fejl.

Herudover er det ledelsens ansvar, at de dispositioner, der er omfattet af rammeregnskabet, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgående aftaler og sædvanlig praksis.

Revisors ansvar

Vores ansvar er at udtrykke en konklusion om rammeregnskabet på grundlag af vores revision. Vi har udført revisionen i overensstemmelse med internationale standarder om revision og yderligere krav ifølge dansk revisorlovgivning samt god offentlig revisionsskik, jf. Instruks vedr. udførelsen af revisionsopgaver i forbindelse med rammeorganisationers forvaltning af rammefinansierede aktiviteter i udviklingslande. Dette kræver, at vi overholder etiske krav samt planlægger og udfører revisionen for at opnå høj grad af sikkerhed for, om rammeregnskabet er uden væsentlig fejlinformation.

En revision omfatter udførelse af revisionshandlinger for at opnå revisionsbevis for beløb og oplysninger i rammeregnskabet. De valgte revisionshandlinger afhænger af revisors vurdering, herunder vurdering af risici for væsentlig fejlinformation i rammeregnskabet, uanset om denne skyldes besvigelser eller fejl. Ved risikovurderingen overvejer revisor intern kontrol, der er relevant for ADRA Danmarks udarbejdelse af et rammeregnskab i overensstemmelse med regnskabsbestemmelserne i retningslinjerne. Formålet hermed er at udforme revisionshandlinger, der er passende efter omstændighederne, men ikke at udtrykke en konklusion om effektiviteten af ADRA Danmarks interne kontrol. En revision omfatter endvidere vurdering af, om ledelsens valg af regnskabspraksis er passende, om ledelsens regnskabsmæssige skøn er rimelige, samt den samlede præsentation af rammeregnskabet.

Revisionen omfatter desuden en vurdering af, om der er etableret forretningsgange og interne kontroller, der understøtter, at de dispositioner, der er omfattet af rammeregnskabet, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis.

Det er vores opfattelse, at det opnåede revisionsbevis er tilstrækkeligt og egnet som grundlag for vores konklusion.

Konklusion

Det er vores opfattelse, at rammeregnskabet for perioden 01.01.2015 – 31.12.2015 i alle væsentlige henseender er rigtigt, dvs. uden væsentlige fejl og mangler, i overensstemmelse med tilskudsgivers retningslinjer. Det er ligeledes vores opfattelse, at der er etableret forretningsgange og interne kontroller, der understøtter, at de dispositioner, der er omfattet af rammeregnskabet, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis.

Supplerende oplysning om anvendt regnskabspraksis

Uden at modificere vores konklusion henleder vi opmærksomheden på, at rammeregnskabet har som særligt formål at overholde regnskabsbestemmelserne i retningslinjerne. Som følge heraf kan rammeregnskabet være uegnet til andet formål.

Supplerende oplysning vedrørende forståelse af revisionen

ADRA Danmark har i overensstemmelse med regnskabsbestemmelserne i retningslinjerne som sammenligningstal medtaget budgettal. Disse sammenligningstal har ikke været underlagt revision.

Erklæring i henhold til anden lovgivning og øvrig regulering

Vi skal i henhold til tilskudsgivers retningslinjer bekræfte, at vi i forbindelse med vores revision har efterprøvet, om

- tilskudsbetingelserne er opfyldt, herunder vilkårene i retningslinjerne
- tilskuddet er anvendt til formålet
- tilskudsmodtager har udvist sparsommelighed

København, den 14. september 2016

Deloitte

Statsautoriseret Revisionspartnerselskab
CVR-nr. 33 96 35 56



Peter Z. Skanborg
Statsautoriseret revisor

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.

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, 2015 in accordance with the Ministry of Foreign Affairs guidelines for the preparation of final accounts of Framework Agreement.

ADRA Denmark has established guidelines and procedures to ensure that the transactions covered by the final accounts of the Framework Agreement are in accordance with given grants, laws and other regulations, contracts and common practice.

Furthermore, guidelines and procedures have been established to ensure that due economic considerations, and to ensure that reporting of performance report 2015 is documented and describes activities in 2015.

Frame accounts - Summary

ADRA Denmark

Frame accounts for the year: 2015

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

All amounts in 1,000 DKK

	Budget	Actual	Deviation in pct.
Disposition of the Grant (Income and Expense Statement)			
Income			
Own Funding			
Liquid funds (min. 5% of PPA ex. liquid funds)	1.610	2.067	28,4%
Match- and Co-funding	3.853	5.641	46,4%
Other funds raised in Denmark (not liquid funds)	0	0	
Other funds	0	0	
Own Funding Total	5.463	7.708	74,8%
Frame funds			
Opening balance	152	152	
Transfer from Danida (total grant for the year)	37.000	37.000	0,0%
Interest income	0	2	
Accrual	0	-101	
Frame funds Total	37.152	37.054	-0,3%
Income (Frame funds + Liquid funds from Own funding)	38.762	39.121	0,9%
Consumption programme- and project support (PPS)			
Programme and Project activities (PPA) (including liquid funds)	33.846	34.416	-1,7%
Programme and Project related information (PRO-funds)	574	602	-4,7%
Additional Activities	1.740	1.859	-6,9%
Audit	88	88	0,6%
Administration (max. 7% of Frame funds)	2.420	2.447	-1,1%
Consumption Total (Frame funds + Liquid funds from Own funding)	38.669	39.412	-1,9%
Here of Frame funds	37.000	37.345	
Unused Frame funds for the year	152	-291	
Carried forward to 2016		-291	

Unused funds carried over to next year (max. 10% of grant of the year)	0,0%	-0,8%
Equity ratio (min. 20% of PPA)	16,9%	23,8%
Liquide funds (min. 5% of the own funding total)	5,0%	6,4%
PRO-funds (max 2% of PPA funds)	1,5%	1,6%
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	152
Payments in year from the Ministry of Foreign Affairs	37.000
Interest	2
Own funding to ASC Rwanda	59
Correction for 2014	-101
Liquidity in year	37.112

Program and Project activities (Frame programs only)	32.407
Programme and Project related information (PRO-funds)	602
Other activities	1.859
Auditing	88
Administration	2.447
Total payments	37.403

Ultimo balance deposits from the Ministry of Foreign Affairs	-291
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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
2013	0	37.000	37.000	0	7
2014	0	37.000	37.000	0	15
2015	0	37.000	37.000	0	2
Total	0	111.000	111.000	0	24

ADRA Denmark Frame Accounts 2015 - Program and Project activities (PPA)

All amounts in 1,000 DKK

Region/Country/Budget	Org. J. no.	Sectors										Sub Total		Deviation		Activity specific monitoring (of consumption per country)	in pct.
		Health		Govt. & Civil society		Education		HIV/AIDS		Agriculture							
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	in DKK	in pct.		
Africa		464	1.286	18.142	17.761	4.608	4.665	4.036	4.071	6.596	6.632	33.846	34.416	570	2%		
Burundi		464	460	4.434	3.781	0	0	0	0	927	921	5.825	5.162	-662	-11%	-	0%
Action for Social Change	RA0523	464	460	2.824	2.805					927	921	4.215	4.186	-28	-1%	116	3%
CIVICS (Danmarksinds. 2015)	DI0525			1.610	976							1.610	976	-634	-39%		
Democratic Republic of Congo (DRC)		0	0	1.835	1.753	0	0	0	0	0	0	1.835	1.753	-82	-4%	-	0%
Action for Social Change	RA1013			1.835	1.753							1.835	1.753	-82	-4%	168	10%
Malawi		0	826	2.935	3.155	0	0	3.438	3.455	2.012	2.022	8.385	9.458	1.073	13%	-	0%
Action for Social Change	RA2012			2.935	2.949			3.438	3.455	2.012	2.022	8.385	8.426	41	0%	313	4%
When Mother is a Child (Danmarksindsamling 2014)	DI2013	0	826	0	206							0	1.032	1.032	100%		
Rwanda		0	0	3.742	3.852	1.647	1.695	599	616	1.497	1.541	7.484	7.705	221	3%	-	0%
Action for Social Change	RA2516			3.742	3.852	1.647	1.695	599	616	1.497	1.541	7.484	7.705	221	3%	176	2%
Sydsudan		0	0	2.267	2.293	756	764	0	0	0	0	3.023	3.058	35	1%	-	0%
Action for Social Change	RA3723			2.267	2.293	756	764					3.023	3.058	35	1%	129	4%
Uganda		0	0	2.390	2.390	2.206	2.206	0	0	0	0	4.595	4.596	0	0%	-	0%
Action for Social Change	RA4510			2.390	2.390	2.206	2.206					4.595	4.596	0	0%	281	6%
Zimbabwe		0	0	540	537	0	0	0	0	2.160	2.148	2.700	2.685	-15	-1%		0%
Action for Social Change	RA6015			540	537					2.160	2.148	2.700	2.685	-15	-1%	121	4%
Sub Total		464	1.286	18.142	17.761	6.608	4.665	4.036	4.071	6.596	6.632	33.846	34.416	570	2%	1.304	4%
Deviation	in DKK	-	823		-381		-1.943		34		36		570				
	in pct.	-	177%		-2%		-29%		1%		1%		2%				

ADRA Denmark Frame accounts 2015 - Specification of additional frame activities

All amounts in 1,000 DKK

	Budget	Actual	Deviation in pct.
Feasibility studies	211	136	-35,8%
Inspection and reviews	883	1.090	23,5%
Specially agreed Frame activities (specified below)	646	633	-1,9%
Total additional activities	1.740	1.859	6,9%

Specification of Specially agreed Frame activities	Budget	Actual	Deviation in pct.
Ph.d.	338	325	-3,7%
Partnership workshop	308	308	0,0%
Total specially agreed Frame activities	646	633	-1,9%

ADRA Denmark Frame accounts 2015 - specification of own funding

All amounts in 1,000 DKK

Liquid funds (min. 5% of own funding total)	Budget	Actual	Pct.
Danmarksindsamling 2014	-	1.032	50%
Danmarksindsamling 2015	1.610	976	47%
Donations from ADRA Denmark (for Rwanda)	-	59	3%
			0%
Total	1.610	2.067	100%

Co-funding	Budget	Actual	Pct.
SIDA (in Uganda)	3.853	3.841	68%
SIDA (in Uganda)		1.800	32%
			0%
Total	3.853	5.641	100%

ADRA Danmark

**Revisionsprotokollat til
rammeregnskab 2015**

Indholdsfortegnelse

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Revisionsprotokollat til rammeregnskab 2015

1. Revision af rammeregnskabet

1.1 Rammeregnskabet

Vi har afsluttet revisionen af det af ledelsen aflagte rammeregnskab 2015 for ADRA Danmark. Regnskabet udviser årets samlede forbrug af rammemidler på 37.345 t.kr. eksklusive egenfinansiering. Egenfinansieringen udgør 7.723 t.kr.

1.2 Revisionens omfang og udførelse

Det er revisionens formål at kontrollere, at rammeregnskabet opfylder de af Udenrigsministeriet stillede krav til forvaltningen og regnskabsaflæggelsen.

Revisionen er udført i henhold til den af Udenrigsministeriet udstedte ”Instruks vedrørende udførelsen af revisionsopgaver i forbindelse med rammeorganisationers forvaltning af rammefinansierede aktiviteter i udviklingslande” (revisionsinstruksen).

Vi har i den forbindelse blandt andet påset følgende,

- at regnskabet er opstillet som foreskrevet i den administrative vejledning
- at regnskabet er retvisende og ikke indeholder væsentlige fejl og mangler
- at egenfinansieringskravet er opfyldt
- at de finansielle bestemmelser i rammeaftalen og forhandlingsreferater med UM er opfyldt
- at de dispositioner, der er omfattet af regnskabsaflæggelsen, er i overensstemmelse med de meddelte bevillinger og de overordnede formål med deres anvendelse, som er aftalt med UM ved rammeforhandlingerne
- at den i udlandet foretagne revision ikke har givet anledning til væsentlige bemærkninger eller forbehold
- at afsluttede projekter er behørigt dokumenteret og specificeret i internt regnskab
- at rammeregnskabets tal er afstemt med ADRA Danmarks almindelige årsregnskab.

1.3 Mellemværende med Udenrigsministeriet

Mellemværendet ultimo regnskabsåret kan opgøres som følger:

	<u>t.kr.</u>
Primo-mellemværende med Udenrigsministeriet	152
Årets renteindtægter	2
Periodisering	-100
Årets betalinger fra Udenrigsministeriet	<u>37.000</u>
I alt rammemidler i året	37.054
Årets forbrug af rammemidler	<u>(37.345)</u>
Ultimo-mellemværende med Udenrigsministeriet	<u>-291</u>

Op til 10% af udbetalte midler kan videreføres til næstkommende finansår. Mellemværendet på -291 t.kr. overføres til 2016 i overensstemmelse med vilkårene i rammeaftalen.

Vi har afstemt primo-mellemværendet til sidste års rammeregnskab, og årets modtagne betalinger fra Udenrigsministeriet på 37 mio.kr. er afstemt til tilsagnsskrivelse af 5. januar 2015, samt budget for rammen 2015. Dette gav ikke anledning til bemærkninger.

1.4 Opstilling af regnskab

Vi har gennemgået organisationens regnskabsopstilling og sammenholdt med kravene i den administrative vejledning samt bilag 7a "Model for opstilling af rammeregnskab". Vi har påset, at organisationen har opstillet regnskabet i overensstemmelse med forskrifterne i den administrative vejledning.

Organisationen har udarbejdet regnskabet efter bilag 7a "Model for opstilling af rammeregnskab". Regnskabet indeholder en sammenholdelse af forbrug og budget samt tal fra tidligere år. De modtagne statstilskud vises som indtægt, jf. den administrative vejledning. Modtagne renteindtægter er vist som en renteindtægt.

I en note til regnskabet er der - i overensstemmelse med bilag 7a - en specifikation af udgifterne på regioner, lande og sektorer.

Vi har påset, at de i regnskabet optagne sumtal for program- og projektaktiviteter under aftalen, herunder afsluttede projekter, er behørigt dokumenteret og specificeret i organisationens interne regnskab.

Vi har gennemgået organisationens afstemning af regnskabets tal med organisationens almindelige årsregnskab.

Vores gennemgang af regnskabsopstillingen har sammenfattende ikke givet anledning til bemærkninger.

1.5 Revision af regnskabet

I overensstemmelse med revisionsinstruksen § 2, stk. 2, har vi ved revisionen efterprøvet, om regnskabet er retvisende, og om de dispositioner, der er omfattet af regnskabsaflæggelsen, er i overensstemmelse med de meddelte bevillinger, trufne forhandlingsaftaler med Udenrigsministeriet, indgåede kontrakter samt love og andre forskrifter på tilskudsforvaltningens område.

Vi har endvidere foretaget en vurdering af, hvorvidt der er taget skyldige økonomiske hensyn ved forvaltningen af de tilskudsmidler og den driftsstøtte, der er omfattet af regnskabet.

Den udførte revision i Danmark er foretaget i overensstemmelse med god offentlig revisionsskik, således som dette begreb er fastlagt i § 3 i lov om revisionen af statens regnskaber m.m. (lovbekendtgørelse nr. 101 af 19. januar 2012) og nærmere præciseret i stk. 2 og i §§ 3-7.

Vi har for afsluttede delregnskaber kontrolleret, at revisionen i udlandet er gennemført efter anerkendte internationale standarder (IFAC/INTOSAI).

1.6 Forvaltningsrevisionen af rammeregnskabet

Vores revision, herunder forvaltningsrevision, af de aktiviteter, som er støttet af Udenrigsministeriet via rammeaftalen, foretages i overensstemmelse med Udenrigsministeriets retningslinjer: ”Instruks vedrørende udførelsen af revisionsopgaver i forbindelse med rammeorganisationers forvaltning af rammefinansierede aktiviteter i udviklingslande” samt ”Supplement til revisionsinstruks vedr. udførelsen af revisionsopgaver i forbindelse med rammeorganisationers forvaltning af rammefinansierede aktiviteter i udviklingslande”.

Vi har som led i vores forvaltningsrevision undersøgt organisationens ledelsesstruktur og forretningsgange med særlig vægt på regnskabsvæsen og økonomistyring samt betryggende intern kontrol.

Forvaltningsrevisionen af rammeregnskabet er gennemført i tilknytning til forvaltningsrevisionen af ADRA Danmarks årsrapport. De udførte handlinger og konklusioner om vores undersøgelser af sparsommelighed mv. er således beskrevet i afsnit 3 i vores revisionsprotokollat til årsrapporten 2015, dateret 5. april 2016.

1.6.1 Forretningsgange til sikring af god forvaltning

Revisionen har omfattet en vurdering af, om organisationens rapporteringssystemer, forretningsgange og interne kontroller fungerer forsvarligt. Formålet hermed er at påse, om der forefindes korrekte, troværdige og rettidige bogholderiregistreringer som grundlag for regnskabsaflæggelsen.

Vores gennemgang har været fokuseret på de interne kontroller, der er betydelige i forhold til de regnskabsområder og regnskabsposter, som vi vurderer som væsentlige og risikofyldte i revisionsmæssig henseende.

Det er vores vurdering, at forretningsgangene i forbindelse med administrationen af projekter og de løbende registreringer er betryggende. Vores revision af afsluttede projektreghnskaber i regnskabsåret, samt i den forløbne del af indeværende år, kan således – i kombination med de i udlandet reviderede projektreghnskaber og regnskaber for regionskontorerne – danne grundlag for revisionen af indtægter og udgifter samt den forvaltningsmæssige revision af projekter.

Vi har i forbindelse med vores revision endvidere stikprøvevist vurderet, om organisationens dispositioner er i overensstemmelse med de almindelige normer for, hvad der under hensyntagen til organisationens art og størrelse kræves af en hensigtsmæssig og sparsommelig forvaltning af offentlige midler, herunder hvorvidt goder og tjenesteydelser er erhvervet på en økonomisk hensigtsmæssig måde under hensyn til pris, kvalitet, kvantitet osv.

1.6.3 Lønomkostninger

Vi har stikprøvevis kontrolleret udbetalte lønninger med indgåede kontrakter. ADRA Danmark afleverer lønmodtagerrapport til Syvende Dags Adventistkirken (SDA), der foretager lønudbetaling til medarbejderne, udsteder lønseddel og afregning af SKAT. SDA sender månedlige opgørelse til ADRA Danmark for udbetalte lønninger.

I forbindelse med revision af projekter og revision af årsrapporten har vi stikprøvevis kontrolleret den bogførte løn og afstemt til tidsregistreringer på projekter. Vi har kontrolleret de anvendte satser i henhold til indgåede kontrakter og bevillingsgivers krav for eksempel beregning af overhead, hvilket ikke har givet anledning til bemærkninger.

Medarbejderne fører og afleverer timesedler over arbejdstidens anvendelse. Timesedlerne indeholder oversigt over anvendelsen af arbejdstiden.

1.7 Revisionen af rammeregnskabet foretaget i udlandet

I forbindelse med vores revision af projektreghnskaber har vi vurderet den i udlandet gennemførte revision ud fra de afgivne revisionspåtegninger på de udenlandske regnskaber samt øvrige afgivne oplysninger og revisionsberetninger. Vores revision er baseret på stikprøvevis kontrol af afsluttede regnskaber for rammefinansierede aktiviteter.

Jævnfør Udenrigsministeriet udstedte ”Instruks vedrørende udførelsen af revisionsopgaver i forbindelse med rammeorganisationers forvaltning af rammefinansierede aktiviteter i udviklingslande”, skal den i udlandet foretagne finansielle revision og forvaltningsrevision udføres i overensstemmelse med anerkendte internationale standarder (IFAC/INTOSAI). ADRA Danmark har udsendt revisionsinstrukser, som understøtter overholdelse af kravene til revision i udlandet, jf. førnævnte instruks fra Udenrigsministeriet.

I forbindelse med gennemgang af lokale regnskaber, har vi kontrolleret korrekt anvendelse af gennemsnitskurs i forbindelse med omregning af lokale udgifter til danske kroner, vi har gennemgået revisionspåtegningerne og tilhørende afrapportering.

Vores gennemgang har ikke givet anledning til bemærkninger.

1.8 Revision af egenfinansieringen

For 2014 skal rammeorganisationer præstere en egenfinansiering på minimum 20% af projekt- og programstøtten under rammetilskuddet. Årets projekt- og programstøtte, målt som årets udgifter til projekter og programmer før egenfinansiering, udgør 32.407 t.kr. 20% heraf udgør 6.481 t.kr. ADRA Danmarks egenfinansiering for 2015 udgør samlet 7.723 t. kr.

For rammeregnskabet 2015 skal mindst en fjerdedel af egenfinansieringen udgøres af bidrag fra kontante midler rejst i Danmark og anvendes inden for rammebevillingens program- og projektaktiviteter. Vi har gennemgået ADRA Danmarks oversigt over tilvejebringelsen og anvendelsen af egenfinansieringsmidlerne under rammesamarbejdet. ADRA Danmark har tilvejebragt 2.082 t.kr. fra kontante midler rejst i Danmark (32% af samlet egenfinansieringskrav og dermed mere end en fjerdedel), og 5.641 t.kr. fra øvrig samfinansiering.

Det er på den baggrund vores vurdering, at egenfinansieringskravet er opfyldt for 2015.

1.9 Beholdningseftersyn

Det indgår i revisionen, at der gennemføres uanmeldte kasse- og beholdningseftersyn.

Vi har som en del af revisionen i årets løb foretaget kontroloptællinger af ADRA Danmarks kontante beholdninger, hvilket ikke gav anledning til bemærkninger.

Vi har i forbindelse med revisionen af årsregnskabet kontrolleret, at de statslige tilskudsmidler holdes på en separat bankkonto, og at bevægelserne på kontoen afstemmes med betalingsanvisningerne fra Udenrigsministeriet. Vi har påset, at anviste rammemidler er indsat på en separat konto i Danmark, adskilt fra organisationens øvrige midler.

Vores gennemgang har ikke givet anledning til bemærkninger.

1.10 Konklusion på den udførte revision af rammeregnskabet

Vi har forsynet rammeregnskabet med nedenstående erklæring:

”Den uafhængige revisors erklæringer

Til ADRA Danmark

Erklæring på rammeregnskab for 2015

Vi har revideret det medfølgende rammeregnskab for perioden 01.01.2015 – 31.12.2015, der udviser et tilskud på 37.000 t.kr. og afholdte udgifter på 37.345 t.kr. Tilskud er modtaget i henhold til reglerne for organisationer med Rammeaftale med Udenrigsministeriet af 5. januar 2015.

Rammeregnskabet er udarbejdet af ADRA Danmark på grundlag af regnskabsbestemmelserne i ”Administrative retningslinjer for danske organisationer med Rammeaftale med Udenrigsministeriet”, i det følgende kaldet tilskudsgivers retningslinjer.

Ledelsens ansvar for rammeregnskabet

Ledelsen har ansvaret for udarbejdelsen af et rammeregnskab, som er rigtigt, dvs. uden væsentlige fejl og mangler, i overensstemmelse med tilskudsgivers retningslinjer. Ledelsen har endvidere ansvaret for den interne kontrol, som ledelsen anser for nødvendig for at kunne udarbejde et rammeregnskab uden væsentlig fejlinformation, uanset om denne skyldes besvigelser eller fejl.

Herudover er det ledelsens ansvar, at de dispositioner, der er omfattet af rammeregnskabet, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgående aftaler og sædvanlig praksis.

Revisors ansvar

Vores ansvar er at udtrykke en konklusion om rammeregnskabet på grundlag af vores revision. Vi har udført revisionen i overensstemmelse med internationale standarder om revision og yderligere krav ifølge dansk revisorlovgivning samt god offentlig revisionsskik, jf. Instruks vedr. udførelsen af revisionsopgaver i forbindelse med rammeorganisationers forvaltning af rammefinansierede aktiviteter i udviklingslande. Dette kræver, at vi overholder etiske krav samt planlægger og udfører revisionen for at opnå høj grad af sikkerhed for, om rammeregnskabet er uden væsentlig fejlinformation.

En revision omfatter udførelse af revisionshandling for at opnå revisionsbevis for beløb og oplysninger i rammeregnskabet. De valgte revisionshandling afhænger af revisors vurdering, herunder vurdering af risici for væsentlig fejlinformation i rammeregnskabet, uanset om denne skyldes besvigelser eller fejl. Ved risikovurderingen overvejer revisor intern kontrol, der er relevant for ADRA Danmarks udarbejdelse af et rammeregnskab i overensstemmelse med regnskabsbestemmelserne i retningslinjerne. Formålet hermed er at udforme revisionshandling, der er passende efter omstændighederne, men ikke at udtrykke en konklusion om effektiviteten af ADRA Danmarks interne kontrol. En revision omfatter endvidere vurdering af, om ledelsens valg af regnskabspraksis er passende, om ledelsens regnskabsmæssige skøn er rimelige, samt den samlede præsentation af rammeregnskabet.

Revisionen omfatter desuden en vurdering af, om der er etableret forretningsgange og interne kontroller, der understøtter, at de dispositioner, der er omfattet af rammeregnskabet, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis.

Det er vores opfattelse, at det opnåede revisionsbevis er tilstrækkeligt og egnet som grundlag for vores konklusion.

Konklusion

Det er vores opfattelse, at rammeregnskabet for perioden 01.01.2015 – 31.12.2015 i alle væsentlige henseender er rigtigt, dvs. uden væsentlige fejl og mangler, i overensstemmelse med tilskudsgivers retningslinjer. Det er ligeledes vores opfattelse, at der er etableret forretningsgange og interne kontroller, der understøtter, at de dispositioner, der er omfattet af rammeregnskabet, er i overensstemmelse med meddelte bevillinger, love og andre forskrifter samt med indgåede aftaler og sædvanlig praksis.

Supplerende oplysning om anvendt regnskabspraksis

Uden at modificere vores konklusion henleder vi opmærksomheden på, at rammeregnskabet har som særligt formål at overholde regnskabsbestemmelserne i retningslinjerne. Som følge heraf kan rammeregnskabet være uegnet til andet formål.

Supplerende oplysning vedrørende forståelse af revisionen

ADRA Danmark har i overensstemmelse med regnskabsbestemmelserne i retningslinjerne som sammenligningstal medtaget budgettal. Disse sammenligningstal har ikke været underlagt revision.

Erklæring i henhold til anden lovgivning og øvrig regulering

Vi skal i henhold til tilskudsgivers retningslinjer bekræfte, at vi i forbindelse med vores revision har efterprøvet, om

- *tilskudsbetingelserne er opfyldt, herunder vilkårene i retningslinjerne*
- *tilskuddet er anvendt til formålet*
- *tilskudsmodtager har udvist sparsommelighed.”*

2. Erklæring

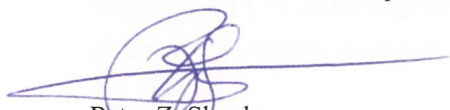
I henhold til lovgivningen og revisionsinstruksen skal vi erklære,

- at vi opfylder de habilitetsbestemmelser, der er indeholdt i lovgivningen,
- at vi under revisionen har modtaget alle de oplysninger, vi har anmodet om, og
- at vi ikke har haft bemærkninger til tilskudsmidlernes anvendelse.

København, den 14. september 2016

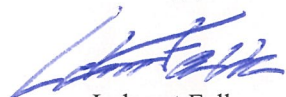
Deloitte

Statsautoriseret Revisionspartnerselskab



Peter Z. Skanborg
statsautoriseret revisor

Fremlagt, den 14. september 2016



Lehnart Falk
generalsekretær



Nils Rechter
økonomichef