

ADRA Denmark's Strategic Partnership Results Report 2018



ADRA Denmark

Strategic Partnership 2018-2021

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Acronyms

AAL	ADRA Accreditation and Licencing	MoU	Memorandum of Understanding
ADRA	Adventist Development and Relief Agency	MP	Member of Parliament
ALL	Agri-business Learning Lab	MWK	Malawian Kwacha
ASC	Action for Social Change	NGO	Non-Governmental Organisation
BCR	Budget Control Report	NNGO	National Non-Governmental Organisation
CAP	Community Action Planning	PDC	Parish Development Committee
CBG	Community Based Group	PLA	Protection and Livelihood Assistance project (Yemen)
CBO	Community Based Organisation	PTA	Parent Teacher Association
CBWASAP	Community Based Water and Sanitation Project (Sudan)	REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
CfW	Cash for work	RiHA	Resilience in Horn of Africa
CHS	Core Humanitarian Standard on Quality and Accountability	SAHEWA	Sustainable Access to Health, Education and Water for All (Sudan)
CSO	Civil Society Organisation	SDA	Seventh-day Adventist
DFID	Department for International Development UK	SDG	Sustainable Development Goals
DKK	Danish Kroner	SMC	School Management Committee
DRC	Democratic Republic of Congo	SPA	Strategic Partnership Agreement
ECDE	Early Childhood Development and Education	SSP	South Sudanese Pound
ERB	Emergency and Resilience Building project (Yemen)	TMP	Tamkeen Muzarein Project (Sudan)
FAO	Food and Agricultural Organisation of the United Nations	ToC	Theory of Change
FFS	Farmer Field Schools	UNHCR	United Nations High Commissioner for Refugees
FMS	Farmer Market School	USD	United States Dollar
GESS	Girls Education for South Sudan	VCD	Vulnerable Communities Live in Dignity (Syria)
HQAI	Humanitarian Quality Assurance Initiative	VSLA	Village Savings and Loans Association
HRBA	Human Rights-Based Approach	WASH	Water, Sanitation and Hygiene
IDP	Internally Displaced People	WFP	World Food Programme
IGA	Income Generating Activity		

Organisational and Strategic Developments during 2018



Introduction

During 2018, we have, at ADRA Denmark, worked to refine and streamline our organisation and our strategies to meet the opportunities within this new Strategic Partnership Agreement (SPA) with Danida. We have emphasised growth as a professional, faith-based organisation, with an increasing focus on working across the humanitarian-development nexus. In the following sections, we have described the main organisational changes that have taken place, including a strengthened management, development of new strategies, core narrative and efforts to comply with standards.

Strengthened management in ADRA

In the spring of 2018, ADRA Denmark established a new Communications Director position to head the Communications Department and be in charge of public relations as well as advocacy and policy work. The purpose was to sharpen ADRA Denmark's profile towards our members, the church constituency and the general public, as well as to establish a closer link between communication and advocacy initiatives. The new Communications Director, Signe Lund Christensen, came from the Programme Department with many years of experience with advocacy and policy work, which is an area that ADRA Denmark as well as the ADRA network in general wants to strengthen.

Additionally, ADRA Denmark's Finance Department was strengthened during spring 2018 with the recruitment of a new Finance Director, Kristel Krøll Thomsen, who worked for ADRA Denmark from 2003 to 2016. She had left to finalise a Graduate Diploma in Business Administration and subsequently work with Save the Children but has now returned to ADRA as Finance Director. The former Finance Director, Nils Rechter, has continued as Operations Director. Both positions are part-time positions tailored to the needs of ADRA and balanced in relation to the employees' competencies and wishes. It is expected that the Finance Director will gradually take over all finance and administrative responsibilities as the Operations Director scales down over the coming years. This will ensure stability and capacity in the organisation. With the ever-increasing requirements related to administration and financial management, the strengthening of the Finance Department is an important reinforcement in 2018.

Overall, the appointment of the two new managers in ADRA Denmark meant that the management team expanded from three to five persons, which was also a strengthening of ADRA Denmark's management capacity.

Updated approach for private sector cooperation

ADRA Denmark has engaged with the Danish private sector for almost two decades, mainly through the ADRA Business department, which was established in 2001. In 2014, ADRA Business was reorganised to focus on catalysing the development of innovative social business models within the agri-business sector, based on the *Ingrower* model developed by the Danish company *DanishKnowHow*. The aim of the *Ingrower* model is to create jobs for young entrepreneurs by linking them to a platform that offers training, production facilities, marketing and business support.

However, during 2017, ADRA experienced some challenges in starting large scale *Ingrower* schemes in Nigeria and Uganda, mainly related to obtaining the required investment capital. This prompted us to rethink ADRA Business again, look for new avenues for private sector cooperation and organisationally merge the Programme and Business departments within ADRA during 2018. While the focus will remain on generating jobs and income, particularly for young people, in collaboration with the private sector, ADRA will increasingly use the existing programmes as entry points for a stronger cooperation with the private sector.

ADRA will strengthen the “business” approach in our current work with community-based groups (including farmers associations) in rural areas and prioritise the development of existing and new profitable value chains in collaboration with the private sector and farmers in rural settings.

A new strategy for private sector cooperation was developed in early 2019 and will be elaborated on in the 2019 Strategic Update. Additionally, a new “micro Ingrower” innovation, is being launched in 2019, called the Agri-business Learning Lab (ALL). This new concept is currently under development in close collaboration with ADRA Malawi.

ADRA Denmark’s new core narrative

In the course of 2018, ADRA Denmark sharpened the description of our core values and *raison d’être* and formulated this in a core narrative. The world has changed since the establishment of ADRA Denmark 30 years ago and so has ADRA. Some of the questions which ADRA tried to clarify in this process included ADRA’s “why”. Where do we come from, and where are we going? Who are we as an organisation and why does ADRA exist? How do we best integrate our organisational values into the work that is being done and the challenges that ADRA is addressing? The purpose of developing the new core narrative was to create a new and strengthened united vision of the task and mandate of ADRA Denmark for employees, volunteers and the wider Adventist constituency.

As a result of this process, ADRA now has a strong and useful narrative, which strengthens our self-understanding and future profiling in relation to how we communicate and fundraise, both internally among our church-based constituency and externally. Our new slogan is: “ADRA – we plant hope and reap development”.

Compliance with standards

Core Humanitarian Standards: ADRA Denmark is committed to the Core Humanitarian Standard on Quality and Accountability (CHS) and its nine commitments, which form the foundation for delivering accountable and quality humanitarian assistance.

In response to an audit conducted by the Humanitarian Quality Assurance Initiative (HQAI) in May 2017, we have extensively worked to address the corrective actions recommended by HQAI. The auditors found one major *Corrective Action Request* concerning complaints handling mechanisms. Since the audit, ADRA has developed a complaint handling procedure and is actively providing support and follow-up to partners in developing and implementing complaint mechanisms. ADRA has moved from the CHS certification scheme to the verification scheme and submitted a maintenance self-assessment in July 2018, reporting on work plan implementation and progress towards the application of the standard. A mid-term audit is due to be completed in the last half of 2019. ADRA will continue to work on compliance with the standard, with a particular focus on supporting partners in developing and managing complaint mechanisms.

ADRA Accreditation and Licensing: During 2018, ADRA International developed a new self-assessment tool for the wider ADRA network, the ADRA Accreditation and Licensing process. This process was launched in February 2019. This process is aimed at assessing the organisation against various organisational and best practice standards necessary to receive/maintain the ADRA license and to gain accreditation. This self-assessment process also puts significant emphasis on the Core Humanitarian Standards. Further, this assessment will be undertaken by all our implementing partners, and it is expected that the results of these assessments will allow a consorted effort by ADRA supporting offices to undertake a more structured capacity building process across the ADRA network.

Introduction of Theory of Change to Humanitarian Partners

In 2018, we worked to develop the capacity of our humanitarian partners (ADRA Yemen, ADRA Syria, and ADRA South Sudan) within Theory of Change (ToC). Our development partners went through a similar process in 2015, and it has been a priority to extend the ToC approach to the humanitarian programmes. In cooperation with an external consultant, we conducted a training process aimed at introducing the ToC methodology to our humanitarian partners, while at the same time developing a stronger humanitarian planning framework for the coming years.

As a result of these trainings, our humanitarian partners have begun to use the TOC approach during 2019. As such, the following results reporting for 2018 reflects the use of reporting frameworks that were developed at the beginning of 2018, when the ToC concept was still very new and not widely used.

2018 Results Reporting



ADRA Denmark

Strategic Partnership 2018-2021

ADRA Denmark's Strategic Priorities

It is ADRA Denmark's overall goal to be a well-known, competent, professional and innovative organisation that in collaboration with our network and church constituency advocates on behalf of the oppressed and vulnerable, brings hope and relief, and in solidarity with them works for sustainable development and personal growth.

Organisational Indicators, Summary Results Framework

By 2021:	Increased # of members and contributors (both members with a background in the Adventist church and outside the church)	By year end 2018:	695 members 978 contributors
	Increased # of annually published articles and other contributions in the media		Six articles
	At least two formal collaborations with vocational training schools and/or agricultural schools around the theme of jobs for youth, agriculture and agribusiness		No significant change in 2018
	At least two formal cooperations with other faith-based development organisations and their constituencies on religion and religious leaders in development work		No significant change in 2018
	EU funds represent on average at least 25% of office turnover		Funds from EU donor income was 17.9% of the total income for ADRA DK in 2018
	Developed a model for enhanced cooperation within the ADRA offices in Europe on how to work in consortia with the aim of becoming stronger and more competitive in receiving grants and for sharing risks and expertise		No significant change in 2018

As 2018 was the first year of our SPA with Danida, the above represents a baseline, indicating our starting point for organisational growth in light of this agreement. We aim to see significant change over the four years of the SPA and therefore, some of the results, such as the formal collaborations and cooperations are still to take place.

Development Programming (Lot CIV)

Our development programming under Lot CIV entails two major programmatic interventions: the **Action for Social Change** programme (ASC), where we partner with local ADRA organisations in Burundi, Malawi, and Uganda and the **Resilience in the Horn of Africa** programme (RiHA), where we work with local ADRA organisations in both Ethiopia and Sudan.

Below are the selected indicators on the outcome/change area level for these two programmes, as per our Summary Results Framework, as well as the country specific results reporting for 2018.

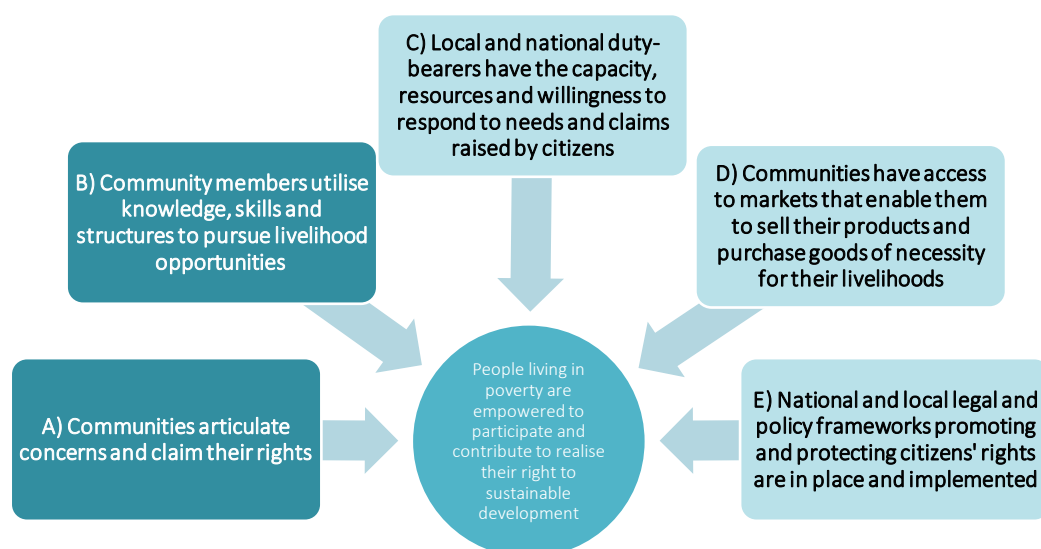
Action for Social Change

The ASC programme has been ongoing in varying degrees since 2009 and contributes to a situation where people living in poverty are empowered to participate and contribute to realise their rights to sustainable development. In 2018, ADRA empowered 486 community-based groups (CBGs) based in rural Africa, namely Burundi, Malawi and Uganda. ADRA engages existing CBGs, including farmer's associations, Parent Teacher Associations (PTAs), health clubs, school clubs, youth networks, community radio clubs, etc. An additional 222 CBGs were involved in the final stages of the ASC programme in Rwanda throughout the beginning of 2018.

The ASC programme abides by a human rights-based approach to development (HRBA), seeking to achieve a positive transformation of power relations between rights-holders and duty-bearers. The approach aims at strengthening the capacity of rights-holders to claim their social and economic rights and to participate in democratic processes of concern to them, while at the same time supporting duty-bearers to respond to citizens' needs and rights. This approach also targets informal duty-bearers such as heads of families and religious leaders to support the fulfilment of rights for marginalised groups, particularly women and youth.

Recognising that people living in poverty need to ensure their livelihoods before they are able to address other concerns, sustainable livelihood approaches are also integrated into the activities of the ASC programme. By promoting Village Savings and Loan Associations (VSLAs), stimulating income generation, and encouraging a diversification of livelihoods, the programme seeks to address the most significant poverty-related needs of the people in the targeted communities. This approach improves people's resilience and enables people living in poverty to claim and realise their rights.

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



Strengthening community structures and facilitating access to the knowledge and skills of communities to claim their rights is a core priority and compulsory element of all ASC programmes (dark blue boxes, Change Area A and B). How, and the extent to which, each ASC country programme will work to with enhance the capacity of local and national duty-bearers, increase market access and promote policy development and implementation (Change Area C, D and E), will depend on the respective country context.

Select Indicators for the Action for Social Change Programme, Summary Results Framework

		2018 Target	2018 Result
Overall Objective: People living in poverty are empowered to participate and contribute to realise their right to sustainable development	% of rights-holders who report better access to public services within the ASC catchment areas (contributing to SDG Indicator 1.4.1)	N/A	76,586
Change Area A: Communities articulate concerns and claim their rights	# of CBGs actively involved in advocacy initiatives	93	59
Change Area B: Community members utilise knowledge, skills and structures to pursue livelihood opportunities	% of household expenditure used for food * Original Indicator: % of individual CBG and VSLA members with increased net income (contributing to SDG Indicator 2.3.2) During 2018, it was assessed that it was very difficult to measure the original indicator and therefore a new indicator was developed, as above. This new indicator is considered a good guide as to the financial wellbeing of the household and its progress with livelihood activities over time.	N/A	42%
Change Area C: Local and national duty-bearers have the capacity, resources and willingness to respond to needs and claims raised by citizens	# of rights related issues raised by CBGs addressed by duty-bearers at community and/or district level	84	78
Change Area D: Communities have access to markets that enable them to sell their products and purchase goods of necessity for their livelihoods	# of smallholder farmers who have an improved position in negotiating with market actors (contributing to SDG Target 2.3)	263	263
Change Area E: National and local legal and policy frameworks promoting and protecting citizens' rights are in place and implemented	# of issues concerning government policy, which directly affects people living in poverty, raised on national platforms	1	6

Improved access to public services

Throughout 2018 over 76,586 rights-holders gained improved access to public services as a result of the initiatives supported by the ASC programme. This is in large part due to the support the programme has given to the 486 CBGs in advocacy and in facilitating platforms for communication, including television and radio. During the year, 59 CBGs were actively involved in advocacy initiatives, and 78 rights-related issues

were addressed by duty-bearers. Examples include improved access to safe drinking water, access to improved public infrastructure, and access to education and improved health facilities.

Women's empowerment

Traditional, patriarchal systems in the respective ASC countries often limit the space for women to engage in democratic and decision-making processes and have hindered their ability to earn an income and gain economic independence. ADRA has consistently worked with community groups to question these social norms and challenge the role that they have played in limiting the capacity and opportunities of women and girls.

VSLA groups have been powerful structures for women to gain greater socio-economic power. The majority of members of the 335 VSLAs across the three countries are women, and for example in Malawi 85% of the VSLAs have only female members. VSLAs have created a compelling space for women to save, access loans, establish small businesses and generally have the individual power to contribute to the improvement of their own lives. These spaces have contributed to improvements in gender equality through economic empowerment processes, directly impacting self-esteem and the confidence of women to engage in public spaces for dialogue. With the addition of the REFLECT for literacy approach, which facilitates and builds the capacity of community members themselves to reflect on and analyse their own situation and devise and initiate relevant solutions themselves, women have become more confident in using their voice and speaking up. Although many women still act timid in group discussions, particularly the case in Malawi, this socio-economic empowerment process is bearing fruit, as evidenced by 298 of the 486 CBGs with women in leadership positions in 2018.

Religious leaders as change leaders

2018 also marked the beginning of ADRA's strategic engagement of religious leaders to address the social and cultural norms negatively affecting social development. Although this process is still in its early stages, we are exploring opportunities for a closer cooperation between ADRA and the Seventh-day Adventist (SDA) church on issues related to social justice, human dignity and rights and held initial planning meetings with ADRA Malawi and ADRA Uganda to create a greater understanding of our shared responsibility for combating social injustice and promoting equality. For example, in Burundi during 2018, five dialogue sessions were organised by religious leaders, discussing family planning, malnutrition and hygiene, whereby it was raised that women and girls bear the brunt of the responsibility if men are not fully involved or positively contributing to the family.

Country Specific Results Reporting

Burundi

The ASC programme in Cibitoke Province, in partnership with ADRA Burundi, has been ongoing since 2013 and during 2018 engaged 329 CBGs, including food security, health and youth CBGs. ADRA built their resilience through savings and loan groups as well as income generating activities (IGAs), in addition to supporting them to engage in dialogue with local and provincial leaders on community concerns. Due to the high incidences of poverty and malnourishment in Burundi, food security has continued to be a primary feature of the programme, addressing both nutrition and market literacy. As a result of the activities throughout the year, 5,000 people living in poverty gained improved access to public services.

Context Updates

The security situation in Burundi was stable throughout 2018. However, the May referendum for the revision of the Constitution resulted in the suspension of unrelated public gatherings for the duration of the campaign period. Nevertheless, the process went relatively smoothly. Further, in late September, the government suspended all international NGOs in Burundi, forcing ADRA Burundi to stop working for one month while they complied with new regulatory laws. Upon the resumption of activities in November, some field activities had suffered and ADRA was forced to adjust its implementation plans in order to meet the expected targets for the year.

Due to good rainfall in the first quarter, the harvest was good, positively affecting the nutrition levels and income of communities. However, the effects of climate change are being felt in Burundi. The September rains were again delayed, resulting in adverse effects on farming activities, the subsequent farming seasons and crop yields.

Major Achievements during 2018

Change Area A: Communities articulate concerns and claim their rights

Throughout 2018, the ASC programme worked with members of 329 CBGs, who identified and prioritised community issues important to them and conducted advocacy and awareness raising to enact change. Different channels were used for these activities, including community dialogues, radio programmes, cooking demonstrations, household visits, health education sessions, hill meetings, and direct meetings with duty-bearers. One partner network made up of 19 CBGs participated in national forums, sharing about their activities and progress on their advocacy issues with a wider audience. Through training and active participation, this network was invited to become a member of another network that operates nationally in the field of smallholder farmer advocacy. 21 of the CBGs in 2018 were Youth CBGs, whereby members were primarily involved in IGAs, including agriculture and handicrafts. 2018 was the first year where members of these groups participated in ASC. They are still at the beginning phases of understanding the processes of identifying and claiming their rights, how to engage with duty-bearers and wider advocacy initiatives. ADRA will also closely work with them to address various livelihood challenges.

Throughout the year, four community-level advocacy issues were articulated and one of them was addressed by the relevant duty-bearers and produced positive results for community members. After having conducted eight community dialogue sessions including relevant school authorities, local government authorities and community members, seven CBGs advocated successfully for the cancellation of primary school fees, which were unlawfully charged in some schools at Nyarwumba Hill, enabling more children access to schools in these communities.

Three other issues are still ongoing. These include access to safe drinking water, access to improved/quality seeds and improved local infrastructure. In Murwi Commune, six CBGs have been advocating for safe and clean water for the last three years and this year the commune responded positively to the request. In December, the commune released funds for the water supply equipment and activities. It is expected that about 5,000 persons living at Nyabubuye Hill, with a shortage of clean water, will gain access to safe drinking water in 2019. Additionally, CBGs are actively advocating for the reconstruction of a bridge linking Gahabura Hill in Bukinanyana Commune and Murwi Commune. Six meetings with duty-bearers, including communal authorities and a Member of Parliament (MP), have so far taken place for that matter.

Advocacy processes often take time and significant resources before the issues are positively addressed by the relevant duty-bearers. In Burundi, it is often heard that authorities cannot afford to respond to the needs raised through the CBGs, which is often demotivating and demoralising for CBGs. Many community members still believe that only the well-educated can claim their rights and engage with the relevant authorities, ignoring that often the key to the success of many advocacy initiatives is their knowledge and persistence about issues that affect their daily lives. Claiming rights is still a new phenomenon in Burundi and therefore ADRA is still actively working with local communities and CBGs to raise their awareness of their own basic rights and their ability to enact change. ADRA has witnessed that the more CBGs gain experience within advocacy initiatives, the more active they become in problem solving and conflict resolution. Previously, many believed that the only way to resolve issues was to leave it to the courts and it is now becoming clearer that they themselves can influence decision-making processes.

ADRA organised capacity building sessions on advocacy and human rights for the various CBGs, government authorities, and religious leaders, as well as follow-up visits to put a focus on rights. During the year, two radio programmes were produced aimed at raising public awareness of rights. By engaging local authorities and CBGs as role models, as well as youth, the general awareness of communities about their role and contribution to community-based advocacy initiatives is improving.

Change Area B: Community members utilise knowledge, skills and structures to pursue livelihood opportunities

In 2018, ADRA Burundi supported 210 food security CBGs, 21 youth CBGs and 169 VSLAs to utilise their knowledge and skills to pursue livelihood opportunities. Throughout the year, 13 Farmer Field Schools (FFS) were established, focusing on the demonstration of farming techniques as well as establishing fields on terraces. CBG members were encouraged to apply the learned farming techniques on their own plots. Very positively, a total of 2,329 out of 5,115 food security CBG members, representing 45%, applied at least three of the following modern farming techniques, (1) sowing in rows and fertiliser use, (2) composting instead of burning grass, (3) crop rotation techniques (4) planting of agro-forestry trees, (5) plotting contour lines as erosion control structures on their own farmland. Additionally, members of 91 CBGs were able to measure their production costs after the harvest. In Burundi, the majority of smallholder farmers are not capable of calculating the costs of production and therefore unable to assess if they are making a profit or a loss. ADRA actively supported these CBGs to adopt the habit of calculating and documenting their agricultural input expenditures and therefore become more capable of gaining a profit from their goods on the market.

Further, the members of the CBGs continued to influence their neighbours to adopt modern farming techniques, over 1,100 neighbouring households in 2018, as well as increase their production and diversify their sources of income through VSLA activities. One of the effects of these improvements to livelihood and agricultural production is that the percentage of household expenditure used for food is gradually going down as expenses on investments is tending to go up. A survey conducted in late 2017 on the household financial autonomy of CBG members found that household expenditure used on food was 45% in 2017 down from 74% in 2013 at the inception of the ASC programme in Cibitoke Province.

The VSLA activities continued to attract both CBG and non-CBG members in the community, particularly women, who see the VSLAs as directly reducing poverty and as an accessible way to access loans for running small businesses or to cover household needs. A total of 3,418 VSLA members invested and used money from VSLAs to cover their household needs and run small businesses and 11% of VSLAs increased the value of their shares when they started new saving cycles in 2018.

As stated above, a number of new youth based CBGs were included in programme activities in 2018. ADRA supported 12 of these groups in capacity-building in their respective handicraft trades, also providing start-up equipment and materials related to their chosen field. ADRA is actively working to promote self-employment and self-reliance among youth in Burundi, who face significant challenges in earning an income and supporting themselves and their families.



The effects of climate change are negatively impacting farming production in Burundi. As the intervention area is reliant on rain, the delay of rains in September negatively affected production. A Learning Review Report in 2017 recommended the promotion of drought-resistant crops such as pigeon peas, cow peas, taro, yams, banana, yellow-flesh potatoes and the planting of appropriate agroforestry trees. ADRA has subsequently introduced the Rural Initiative for Participatory Agricultural Transformation (RIPAT) approach. RIPAT is a well-proven approach which has never been tested in Burundi. The objective of RIPAT is to reduce poverty, hunger and undernutrition among farmers by improving agriculture through the application of the principle of help to

self-help. Through practical and theoretical trainings conducted on a common field, groups of farmers are introduced to a variety of crops and agricultural technologies with the potential to improve their agricultural production. Each farmer can then choose which crops and methods he/she wishes to adopt on his/her own farm. This additional component to the ASC programme has been piloted since November 2018 with co-funding from a private donor.

Change Area C: Local and national duty-bearers have the capacity, resources and willingness to respond to needs and claims raised by citizens

In 2018, 68 duty-bearers actively responded to the claims raised by CBGs. Throughout the year, ADRA conducted trainings for 413 duty-bearers, including topics of leadership, active listening, management, HRBA, advocacy, issue identification, and agricultural extension techniques. Four rights related issues were addressed by duty-bearers, and 145 (44%) out of 329 CBGs had a positive response on their last contact with duty-bearers. It was a good year in regards to positive engagement between CBGs and duty-bearers, who responded to community needs and concerns either through material support or through attending various activities. Advocacy initiatives, raised through community dialogues, attracted the participation of duty-bearers, who also actively communicated with communities, and shared information about the raised issues. ADRA and the relevant CBGs still need to be vigilant about ensuring that the right duty-bearers are the ones attending the dialogue sessions, so that there are no delays in the decision-making processes, but this process is often hindered by the relevant authorities being 'too busy' to attend, often sending someone

unable to make decisions or agreements with communities. This is a challenge that ADRA Burundi and the CBGs are actively working to address.

As a response to advocacy initiatives, 12 CBGs were identified for the provision of Irish potato seeds (2.6 tonnes) by the commune, as a part of the annual government budget support to all communes. In Bukinanyana Commune, the beneficiary CBGs also received 270 kilograms of fertilisers and in Murwi Commune, CBGs involved in terracing farming were provided with six kilograms of agroforestry seeds, in order to promote tree planting.

Developments in Key Risk Factors

There continues to be a number of risks facing the implementation of the programme, however, the nature of these risks has not changed within the last year. The population in Burundi is still struggling to meet their basic needs, so engaging people in CBG activities and discussing rights continues to be challenging. As such, ADRA places significant emphasis on improving people's livelihood options and strategies, in order to give them the surplus to engage in social change. If the situation of widespread poverty continues to escalate, there is a significant risk related to the willingness of communities to mobilise. ADRA will continue to strengthen the resilience of communities by supporting community led initiatives and promoting diverse livelihood strategies.

Political unrest remains a threat to programme activities. Currently, the formal civil space in Burundi is narrower than ever, and controls and regulations limit NGO activities. However, ADRA has managed to successfully manoeuvre these difficult times and to continue its work, in large part due to its close relations with the people and local level authorities (hill and commune). This approach will continue in the coming period.

There is also a risk that peace and stability in Cibitoke province and Burundi in general will not prevail; and consequently, ADRA regularly reviews its contingency measures to ensure protection of staff. However, the risk of a pandemic and the potential chaos that would ensue, such as Ebola spreading from neighbouring DR Congo, is beyond the control of ADRA. As such, ADRA is acutely aware of the developments in the region, and the wider ADRA network is able to support with an emergency response team and funding should an emergency arise.

In November 2018, the global SDA church decided to replace the president of the Burundian Union of SDA Churches, who is also the chair of ADRA Burundi. However, the former union president did not accept to be replaced and continued as president with support from some in the church. To prevent this conflict from influencing the work of ADRA Burundi, ADRA has not pushed for board meetings, but instead relied on support from the ADRA Africa office. If this conflict is not solved, key decisions cannot be made. That is a risk to the existence of ADRA Burundi and a challenge to the partnership between ADRA Burundi and ADRA Denmark.

Malawi

ADRA Denmark's intervention in Malawi, which began in 2011, worked with 64 CBGs during the year in Machinga, Mzuzu and Lilongwe districts, with various focus areas including health, education and food security/livelihoods, including financial empowerment. It was clear during the year that groups felt empowered to hold authorities accountable, claimed their rights where necessary and achieved change.

Throughout the year, over 43,490 people living in poverty gained improved access to public services as a result of initiatives promoted by ADRA.

Context Updates

Politically, much of 2018 was focused on the lead up to the 2019 election. Many civil society actors were closely monitored by government bodies. For example, the production and broadcasting of sensitive topics, which might be deemed to disadvantage the government in the election, were generally censored, as experienced by ADRA Malawi. There was also an increased amount of propaganda programmes broadcast by the government, which aimed to discredit any civil society organisations which negatively portrayed the government or its activities.

During 2018, an outbreak of armyworms on maize crops coupled with drought affected almost 30% of the planted maize and cash crops, like cotton and groundnuts. Food insecurity affected most households across the country, and the CBGs active in the ASC programme had to adjust their daily activities to search for food or additional incomes for their families, thereby affecting participation in group activities.

Markets were also affected by the agricultural issues across the country, and farmers lacked lucrative markets for their horticultural produce. The situation disappointed many farmers involved in the ASC programme activities, particularly because they were optimistic that the training and the skills gained from ADRA's Farmer Market School (FMS) training would help them secure a profit. Contextual challenges are hard to avoid, but nevertheless the programme will continue to provide guidance on successfully engaging the market as well as relevant technical expertise with the assistance of government Agricultural Extension Officers.

Further, in Machinga, insecurity affected programme implementation after armed robbers shot four people, including the Paramount Chief. Communities were in panic and planned programme activities were affected as all community meetings were suspended following the incident. As a custodian of culture in the surrounding communities, the Paramount Chief plays an important role. His injuries and subsequent recovery resulted in a number of advocacy issues being delayed until he was fit to again be involved.

Cholera also affected a number of communities in the Lilongwe area. The implementation of the programme activities was disrupted as many CBG members were affected by the outbreak, often involved in caring for family and community members affected by the disease. The programme facilitated more theatre for development sessions than planned in collaboration with other stakeholders to sensitise the communities on cholera.

Major Achievements during 2018

Change Area A: Communities articulate concerns and claim their rights

More groups were involved in advocacy initiatives in 2018 than previously, 49 in 2018 compared to 41 in 2017, and 32 rights-related claims were raised during the year. Of those, 19 claims were addressed by relevant duty-bearers, and CBGs had shown increased confidence in identifying rights-related issues and seeking out duty-bearers to address them. Most of the CBGs identified and worked to address at least one issue during 2018, whereas eight groups pursued two or more advocacy issues. The REFLECT circles were very useful forums for community members to identify issues of concern and establish plans for addressing them. ADRA facilitated the use of REFLECT circles as platforms for building the capacity of community members to reflect on and analyse their own situation and devise and initiate relevant solutions themselves.

For example, members of the Mangamba REFLECT circle closely followed the progress of the construction of a guardian shelter at the Mangamba Health Centre, which had been promised by local government representatives for three years. After seeing no progress, members of the REFLECT circle directly contacted the Director of Planning and Development and MP for their area to account for the lack of progress. The MP acknowledged the complaints raised by the community but informed them that although the money had been allocated to the project, the funds were used for other projects. This information surprised both community members as well as the Director of Planning and Development, who had not been aware that the money had been allocated. The Director was very impressed with the community members' efforts and interest in tracking developmental activities in their area. He agreed with the community that the MP had cheated the community and had misled them. The Director of Planning and Development personally promised the representatives of the REFLECT circle that he would source money in the next budget session to fund the project.

Media was instrumental in allowing CBGs to raise local issues onto a national platform, and in bringing issues from across the country together to strengthen the voice of rights-holders. ADRA Malawi has, for many years, produced very strong and influential radio and television programmes, which have created awareness, and sparked debate and dialogue in different fora, including on social media and even specifically during parliamentary deliberations. The Tikuferanji television programme was a significant outlet for CBG members to raise their voices through the edutainment programmes produced by ADRA Malawi. The programmes are viewed weekly by up to four million viewers across the country and 44 programmes were broadcast in 2018. In 2018, Tikuferanji directly contributed to Parliamentarians committing to reinforce and operationalise the Marriage Act, which raised the marriage age in the country to 18 but was not actively enforced. This issue was selected for the programme after CBG members identified an increase among girls dropping out of school in their local area due to pregnancies or early marriages. ADRA Malawi took these concerns and used the stories from the communities in the television programme to illustrate the problems young girls are facing when they marry very young. In spite of the official marriage age of 18, in rural settings early marriages are often conducted through traditional ceremonies and not recognised by the state. This leaves young girls very vulnerable in terms of their legal rights in a marriage, but also often leads to them leaving school, having many children at an early age, and exposing them to increased risks of a life in poverty. Subsequently, in a number of cases local leadership across the country established bylaws to curb these harmful traditional practices.

Tikuferanji also criticised the practice of handouts during campaigns, whereby politicians hand out money and gifts to the electorate in a bid to sway their decisions in their favour or against their opponents. The television programme pointed out the undue influence and imbalance this practice causes and contributed to Parliament enacting the Political Parties Act abolishing the practice completely. Also, the lack of potable water at Nangondo Primary School was addressed through the television programme, lifting up the voices of that community to a national platform. Nangondo Primary School in Machinga had no potable water for eight years. Students would have to collect drinking water from a stream about one and half kilometres away. The water was contaminated, and livestock used the same water source. Diarrhoea cases were very high, and absenteeism for girls was significant as they had no available washrooms. Duty-bearers had been contacted about these issues for many years, but there had been no response. The local REFLECT circle identified the issue and started following up with local duty-bearers about a promised borehole. After it was clear that the borehole was an empty promise by local MPs, the REFLECT circle established a plan to address the issue. Several interface meetings with different duty-bearers were conducted. They went to the District Council to meet officials and contributed to both a radio programme and a television programme calling on

national level duty-bearers to take up the issue. As a result of the media pressure, the District drilled the promised borehole.

The Zatonse radio programme was also significant in voicing community concerns, and 26 programmes were broadcast in 2018 (January – June), reaching approximately 10 million listeners weekly (approximately 81% of Malawi’s population reports listening to these programmes). The radio programmes were instrumental in addressing the issue of waste management in Lilongwe after the Nsana and Mchitanjiru CBGs had identified that the lack of a designated dumping site was causing problems for the community. Subsequently, officials from the Lilongwe City Council, the ward councillor, the MP for the area and representatives of the Department of Environmental Affairs participated in a panel discussion debating the issues, resulting in the identification of a new dumping site. ADRA Malawi used this on-air debate to raise the issue of the importance of enabling transparency and accountability on the part of duty-bearers, whilst at the same time raising awareness about the available processes in place for rights-holders to claim their rights.

Despite the significant influence of the media programmes in contributing to public dialogue and creating change, duty-bearers still took a long time to respond to the claims and concerns raised by rights-holders during 2018. CBG members became demotivated by the limited or slow response to their advocacy initiatives and some even lost interest in the issue and were discouraged from identifying future claims. One way to combat this is through the formation of alliances between CBGs. However, during the year ADRA experienced a number of instances where groups tried to tackle issues on their own, shying away from networking or using the support of other communities facing the same challenges. ADRA will have to address this issue in the coming years in order to strengthen the voice of the CBGs and help them see the benefits of working in alliances. Additionally, strengthening linkages to the media platforms may be a way of addressing the slow response times from duty-bearers, by enhancing their sense of public accountability, and by allowing CBG members to become more aware of the issues faced by multiple communities across the country.

[Change Area B: Community members utilise knowledge, skills and structures to pursue livelihood opportunities](#)

During 2018, ADRA Malawi continued to build the capacity of the members of the CBGs to pursue livelihood opportunities. This included trainings within agribusiness, business management, VSLA management and livestock production. CBGs were also facilitated in requesting services from various duty-bearers including from Agricultural Extension Officers from the Ministry of Agriculture, Irrigation and Water Development, with eight CBGs actually being assisted.

Many of the CBGs, however, are still not being assisted despite their requests for services, as Extension Officers claim a lack of resources available to provide these services.



ADRA Malawi's Annual Livelihood Survey in 2018 reported that CBG members used their available incomes cautiously, buying necessities for their homes, including food, clothes, etc. The survey reported that members also bought farm inputs and invested in their household food security. Others were able to buy iron sheets to roof their homes, to pay for school fees and many even managed to save.

VSLAs are still the drivers for livelihood development in many of the CBGs. The money gained from savings and interest acquired from loans has assisted most of the CBG members to establish small scale businesses, whereby 76% of the members of the 118 VSLAs were involved in small-scale businesses in 2018, and 19 new enterprises were established during the year. Economically women have benefited a lot from VSLA activities. They testify that this has significantly helped their households as they no longer have to wait for their husbands to provide everything and are able to contribute to the basic needs of the family.

Most CBG members still need guidance in regard to running a business, and it is common that household income is not separated from the business, leaving them at risk of business capital being used for household needs. The Annual Livelihood Survey also established that the majority of CBG members earned less than MWK 100,000 (approximately USD 137) from their various sources of income during the year. The collected data revealed that only a few CBG members had an increase in their income when compared to previous years. Budgeting and planning of finances for the home is still a skill that the CBG members need to be assisted in.

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

During 2018, ADRA Denmark and ADRA Malawi continued to test the FMS concept, whereby 263 farmers gained knowledge and skills in identifying and exploring relevant value chains and organising to become strong market actors. Farmers learned by doing; by going around the various marketplaces to see which prices are best for a particular crop. They were also taught how to establish marginal prices, which entailed calculating how much was spent on production and then calculating the necessary profit in order to determine the acceptable selling price of their produce. This significantly enhanced their negotiating skills when interacting with buyers. During the year, there were clear improvements in the skills of farmers negotiating for new markets, as evidenced by the number of value chains analysed by the farmers and the number of markets identified for produce. Additionally, by the end of the year three MoUs were signed with prospective buyers. The smallholder farmers also actively participated in agricultural fairs in their respective districts, which assisted some groups in gaining access to markets. For example, in Mzuzu, the Kadawonda Farmers Group established a deal with the Mzuzu Sunbird Hotel after networking with them through various agricultural fairs. The hotel needed a fresh supply of leafy vegetables, cabbage and sweet potatoes. After negotiating with the hotel, the farmers group assessed that they could produce what the hotel needed and gain a greater profit through this agreement than if they were to sell to the Shoprite supermarket. For example, a cabbage would be sold to the hotel for MWK 350 per head, while at Shoprite they were only offered MWK 250. Members of the Mpapa Cooperative also analysed the value chain of sweet potatoes. They discovered that the price of fresh sweet potatoes ranged from MWK 100 to MWK 200 per heap in almost all markets. Consequently, the group agreed that some of the members were to store their produce and wait for the prices to go up, while others chose value addition by processing the sweet potatoes and sold them as chips at markets around their community.

The availability and volume of lucrative markets is still a challenge. Farmers yet to be engaged in FMS trainings have a difficult time identifying and accessing markets to sell their produce. Despite over 200

farmers engaged in FMS trainings in 2018, they are still only representing four farmers groups. Future upscaling of FMS will greatly assist in the identification of markets and preferred crops for many more smallholder farmers in Malawi.

Developments in Key Risk Factors

Programme implementation in Malawi in 2018 faced a number of external risks. The government's inability or unwillingness to address human rights violations, mismanagement and corruption led to attempts to censor media when these issues were voiced. ADRA's focus on being factual and operating within the law, partnering with likeminded civil society actors and maintaining an open and constructive dialogue with the government has been an important strategy to reduce the risk of censoring. In addition, the popularity of ADRA's media programmes, with approximately four million viewers, made it both less attractive for the government to censor programmes and also created some leverage when finding appropriate new broadcasting agreements.

The political instability brought on by elections also posed a risk. Campaign periods in Malawi are often accompanied by conflict, violence and mass rallies, interrupting the daily lives of much of the population, and can affect the implementation of programme activities. Consequently, ADRA Malawi carefully planned activities in the period up to the elections, with the intention of limiting the disruption to both activities and democratic process. ADRA also closely monitored the security situation to ensure the safety of staff and to minimise the risk put on community groups during unstable periods.

In addition to this, ADRA Malawi was challenged by the prospect of the departure of the Programme Director (and acting Country Director), who was a highly profiled character both in ADRA's media programmes and the country as a whole. He announced that he was to run for Vice-President in the 2019 Presidential elections. To avoid conflicts of interest and maintain ADRA Malawi's image as a non-partisan civil society organisation, he had to leave his position in ADRA Malawi. As the Programme Director had played a key role in ADRA Malawi's media work at national level, his departure highlighted a significant organisational risk, which could potentially reduce their role as an influential national advocacy actor. By the end of 2018, ADRA Malawi was still debating how best to address this significant challenge.

Uganda

ADRA Denmark has, since 2009, focused on civil society strengthening with ADRA Uganda in Karamoja, primarily in Kaabong, Kotido and Abim districts, and has witnessed positive results again in 2018. Through the ASC programme, ADRA Uganda worked with 93 CBGs, including livelihood CBGs, youth groups, school clubs and elder councils.

It had been planned during 2018 to expand activities to a fourth district, Napak, using local NGOs with good capacity to act as ADRA's implementing partners in the capacity building of local CBGs. However, after conducting an organisational capacity assessment of the NGOs in Napak, it was concluded that they did not have the necessary capacity to implement the activities as planned and focus therefore remained on activities in the three original districts.

Context Updates

During the course of 2018, elections for Local Council One (village chairpersons) and parish level councils were conducted nationally after a period of 10 years without elections. This ushered in a new set of leaders into the Parish Development Committee structure who had not benefitted from earlier trainings on their roles and responsibilities, thus causing a set-back in the planned advocacy activities. Refresher trainings have been organised for 2019 for the new Parish Development Committees.

Throughout the year heavy rainfall resulted in waterlogging of fields/gardens, triggering incidences of pest, crop loss, and delayed and/or repeated planting. Consequently, the harvest in the programme area was far below average. Households had to adjust their normal livelihood coping strategies to earn additional income for food, including the sale of firewood and charcoal, petty trade, mining and brewing. This situation caused a decrease in the number of VSLA members saving in 2018. From previous experience it is seen that when food stocks diminish due to extreme weather conditions, it is most likely that about five percent of programme beneficiaries out-migrate to other locations to cope with the food shortage stress, limiting mobilisation and participation in programme activities, subsequently experienced in early 2019.

Major Achievements during 2018

Change Area A: Communities articulate concerns and claim their rights



During 2018, 36 CBGs, which including 15 School Clubs and three Elders Councils, compared to 22 in 2017, were engaged in advocacy initiatives. This increase was due to the continued focus on organisational strengthening by ADRA, facilitating issue identification and planning, linking the advocating communities to duty-bearers, sponsoring platforms for advocacy, such as radio programmes, and providing refresher trainings and mentorship in advocacy skills. This continued to increase the level of confidence and ability of members of the CBGs and School Clubs to engage duty-bearers. As a result of advocacy initiatives, 28,096 people gained improved access to public services, for example through the opening of three access roads by the district works department, construction of seven latrines in schools by the sub county and district local governments, the rehabilitation of five boreholes by the district water department, the establishment of a Ugandan Wildlife Post at Sidok by the Ugandan Wild Life Authority and the installation of solar lighting in two schools by sub-county leadership, amongst others.

School enrolment campaigns, dialogue meetings and tracking meetings organised jointly by CBGs, School

Clubs and local duty-bearers, with support from ADRA Uganda, contributed to a 9.4% increase in enrolment in the 30 schools within the programme intervention area. This is an increase from 33,670 (14,150 female, 19,520 male) in 2017 to 36,825 (14,454 female, 22,371 male) in 2018. This is particularly significant when compared to an increase of 5.4% in the primary schools outside the intervention area. Dialogue meetings conducted by the school clubs in the Kanu, Gulonger, Wilela, Nakwakwa, Kanawat, Losakuca and Police Primary Schools also resulted in the construction of girls' changing facilities and pit latrines in seven schools by the district local government.

The tracking meetings involved auditing (village by village) the number of children attending classes compared to those that were enrolled in the schools. The respective Area Local Council One Chairpersons would then be asked to account for the number of children at school and thereafter each leader committed to improve school attendance for his/her village. These follow-up actions included regular monthly meetings by Village Education Committees to track the children who had stopped going to school and meeting the parents of the children who had dropped out of school. These interventions improved the average school attendance in the ADRA supported schools from 56.5% (51% girls, 62% boys) in 2017 to 58% (53% girls, 63% boys) in 2018.

Radio programmes on local radio stations continued to be a vital tool for bringing issues to the attention of the local duty-bearers. During the year, 14 broadcasts were aired on subjects including access to land, the right to quality education, the relevance of education ordinances, discriminatory cultural practices including premarital rape and forced marriage, discriminatory property inheritance, forced wife inheritance and polygamy, and the limiting of opportunities for females to access or further their education. The radio programmes gave members of CBGs an opportunity to amplify their voices.

Radio programmes were also instrumental in shaping the agenda of local government. For example, School Club members from Kanawat Primary School and members of the Ekisil Akitopol Akwap CBG contributed to a radio broadcast on Radio Voice of Karamoja about the high attrition rate of pupils to other schools due to poor school management and absenteeism of teachers, as discovered through school tracking meetings. As a result of these broadcasts the District Education Office in Kotido reconstituted the respective School Management Committee and transferred the affected teachers to schools near the district headquarters for close supervision. In Abim, a radio programme on Karibu FM by the Bedkigen CBG on the lack of vaccination services at the Awach Health Unit resulted in the District Health Department repairing refrigeration equipment so that vaccines could be safely stocked and provided to the local community. The vaccine refrigerators had been dysfunctional for more than seven months. Meanwhile, community members in Morulem Sub County constructed a pit latrine at Gulonger Primary School alongside those constructed by the Sub County administration following an outcry from the members of Gulonger School Club over radio programmes on the collapse of the pit latrines at the school and how it was negatively affecting school attendance, hygiene and sanitation.

[Change Area B: Community members utilise knowledge, skills and structures to pursue livelihood opportunities](#)

By the end of 2018, 48 CBGs were undertaking VSLA activities. This is down from 60 in 2017. Of the 12 CBGs that had not continued saving, seven of them stopped because of poor record keeping and problems with high rates of loan defaulting, delaying the sharing of dividends and discouraging members. To counter this tendency, groups were encouraged to attract more literate members and ADRA supported refresher trainings on the VSLA methodology. The ASC team also increased its monitoring and support to the VSLAs.

The number of members in these groups that were saving consistently (especially in Kaabong and Kotido) decreased during the latter part of the year due to the significantly below-average crop harvest in the programme intervention area, referenced above. It was a major factor in the reduction of the number of groups engaged in IGAs and consequently in the number of those involved in saving and borrowing. Household expenditure on food was high in Kotido (70%) and Kaabong (60%) compared to Abim (40%) throughout 2018. Consequently, the rate of recovery of loans decreased as a result. ADRA provided hands-on support in basic record keeping, business skills, supporting peer mentorship by successful CBGs, involving local councils in the recovery of loans and ensuring that assets/security attached to loans were verified. This helped nine VSLAs to resume savings by the end of the first quarter, otherwise the number of inactive VSLAs would have been higher.

Change Area C: Local and national duty-bearers have the capacity, resources and willingness to respond to needs and claims raised by citizens

Traditional and religious leaders are significant actors in supporting the fulfilment of rights for marginalised groups, as they have the potential to be drivers of change if they are equipped and empowered. During the year, five religious institutions (SDA, Roman Catholic, Anglican, Pentecostal Assemblies of God, and Islamic) and two traditional Elders Councils implemented eight interventions using community dialogue meetings, radio talk shows, music, dance and drama. ADRA trained 90 resource persons from these institutions in human rights, advocacy, basic proposal writing and supported them in addressing identified negative and discriminatory cultural practices that infringe on human rights. These activities were still ongoing by the end of the year and the results of these interventions will be reported on in the coming years. ADRA intends to encourage these institutions to form a regional network where they can jointly advocate for common issues of concern.

ADRA has continued to strengthen the understanding of local formal duty-bearers through ongoing capacity building to 175 representatives of public management structures on their roles and responsibilities, strengthening their receptiveness to encounters with citizens. However, the percentage of members of these public management structures engaging professionally with citizens decreased from 37% in 2017 to 33% in 2018. This is attributed to the recent election of new chairpersons for Local Council One and Two. Whereas this development closed grassroots leadership gaps, it also ushered in a new set of leaders into the Parish Development Committee structure who had not benefited from previous trainings. The low literacy level of most members of the public management structures also limited their ability to act professionally. Many cannot read nor understand their operational guidelines and therefore regular capacity building is needed. Consequently, additional capacity building activities were planned for 2019.

Among the duty-bearers that were able to execute their roles and responsibilities professionally, a number of cases demonstrated this improved capacity. For example, the Area Land Committee members of Nakapelimoru Sub County resolved land related issues within their area of work, including the arbitration of three cases of unclear demarcation of boundaries and also mediated between land sellers and buyers. The Sub County Council of Kacheri developed Sub County bylaws to protect natural resources from being depleted due to charcoal burning and animal poaching, also protecting game reserves from the farmers who had moved to greener pastures for large-scale farming. Additionally, the administration of Kaabong Town Council used a '*baraza*' (community dialogues) facilitated by ADRA to account for their spending, communicating with citizens about how the resources coming in from the central government, local collections and contributions by partners were allocated.

During 2018, 65 advocacy issues were identified for action by CBGs. However, only 60% of the issues raised by the CBGs were addressed by duty-bearers, compared to 82% in 2017. This is due to many of them being related to infrastructural investment, requiring substantial funding from local government. Local government in Karamoja has a very low revenue base and is highly dependent on grants from central government, and as such, large infrastructural issues are difficult to address. Nevertheless, experience has shown that positive results can be achieved if the CBGs remain consistent and persistently follow up on the issues being advocated for instead of hopping from one issue to another simpler issue.

Change Area E: National and local legal policy frameworks promoting and protecting citizen rights are in place and implemented

During 2018, very little progress was achieved in regards to national level policy work and advocacy on land rights. Activities during the year included establishing researched facts, building consensus, and developing a clear strategy and plan. Given the sensitivity of advocating for land rights, which is often interpreted as political agitation, and considering ADRA Uganda's stance on being non-political and adverse to confrontational advocacy, ADRA Uganda spent time assessing how to safely navigate land advocacy issues. During the latter part of 2018, ADRA Uganda finalised and approved its Advocacy Policy.

Despite the lack of national level policy activities, a study on Emerging Land Tenure Dynamics was conducted and platforms to validate the study were facilitated among communities in the three districts covered by the ASC programme. The land study was conducted to understand the post-disarmament dynamics of not only land ownership and use, but also land rights, land administration and management in the three districts. The findings of the research will inform ADRA Uganda's planned evidence-based advocacy on land rights and in the development of a new national advocacy strategy.

The key emerging land challenge in Karamoja, apart from community-wide land conflicts and border conflicts, is the rapid appropriation of land by wealthy and politically connected Karamojong, often without the knowledge of the communities. Given this emerging challenge the following recommendations from the study will be key for the ASC programme advocacy activities:

- 1) Advocate for a Land Titles Audit in Karamoja. This recommendation was subsequently agreed to by the Karamoja Policy Committee at a meeting held in Moroto on the 6th of December, attended by all Karamoja area Members of Parliament. The study recommended that ADRA Uganda liaise with the relevant government agencies to explore the possibility of supporting a process of a bottom-up and highly participatory Land Titles Audit in Karamoja as a starting point to strengthen land justice for the Karamojong who have lost access to land.
- 2) Strengthen the capacities of formal structures and institutions responsible for land conflict mitigation, management and resolution, such as the District Land Board, District Lands Office and Sub-county Area Land Committees. Districts need to develop long-term land use management plans. Registered Communal Land Associations and registered clans need to be supported to develop land use plans so as to rotate grazing and cultivation and limit settlements.
- 3) Support structures of cultural elders and other civil society organisations to explore the possibility of establishing the principles, practices, roles and responsibilities of cultural elders in the administration and management of land.
- 4) Facilitate continuous dialogue to ease mounting tensions caused by increasing conflicts over land within communities as well as across borders.

The dissemination of the findings and recommendations on national level platforms will be conducted in 2019.

At the local government level, ADRA contributed to the formulation and implementation of the Kotido Education Ordinance 2018 and the enactment of the Kacheri Sub County bylaws on natural resources and socio-economic services (health and education, water, sanitation and hygiene). The Education Ordinance requires local leaders to mobilise children of school going age to attend school and ensure that they are not subjected to paid labour or any IGAs during school hours. ADRA Uganda has been identified by the Secretary of Education in Kotido as its partner to facilitate the awareness and adoption of the ordinance throughout Kotido. It is still too early to establish the outcome from the enactment of the ordinance and bylaws as the process of awareness raising is still ongoing.

Developments in Key Risk Factors

The narrowing civic space in Uganda poses a significant risk to a programme working on enabling people to claim their rights and challenge existing power structures. During 2018 this narrowing civic space continued to be felt, including restrictions on freedom of expression and assembly, monitoring and censorship of radio programmes and community dialogues by state operatives, and ongoing ramifications after the searches by state security agencies of the offices of civil society organisations involved in human rights activism. Local government stakeholders suggest that for effective advocacy, the community issues should be raised through the proper political Local Council channels in order for the concerns to be vetted and verified through local government, and thereafter the issues can more convincingly be presented and lobbied for with central government. In order to navigate within this environment, ADRA Uganda will therefore need to organise platforms where the district local government stakeholders are able to systematically engage with communities and other civil society organisations. They will need to do this whilst simultaneously supporting CBGs to identify issues of concern and ensure the proper moderation of meetings in order to avoid accusations of illegal activity.

Phase-out of the Action for Social Change Programme in Rwanda

The ASC programme in Rwanda had been ongoing since 2010 and many gains were made, both in terms of the capacity of ADRA Rwanda and amongst CBGs. The first half of 2018 marked the end of the programme in Rwanda, phasing out activities with 222 CBGs and consolidating lessons learned.

The phase-out strategy aimed to guide the close-out activities, highlighting the positive developments the programme achieved during its implementation. The main focus was on monitoring, evaluating, learning, and supporting the most mature CBGs (222 of the 508 groups engaged in the programme in 2017) to implement their activities after years of capacity building and empowerment initiatives. During this period, ADRA emphasised highlighting the successes achieved by the CBGs to encourage them to move forward and become self-sufficient.

Conclusions from the 2018 Evaluation

During May 2018, an evaluation was conducted to evaluate the impact of the ASC programme in Rwanda, also assessing the design, strategy and approaches used in the programme during its nine years. The evaluation found that the programme was “highly relevant in its context and to have met the needs and priorities of the beneficiary-participants. The approaches towards the achievement of ‘social change’ were

found to be appropriate and well implemented... giving the programme a good level of impact and an unusual level of expected sustainability.”

The evaluation also found that the ASC programme objectives “have been achieved to a very high degree as documented among others as over-achievement of set targets. This is true in relation to the overall objective as well as towards the three change areas where (A) community structures were found strengthened; (B) the participating individuals/community members importantly empowered with needed capacity; and in relation to (C) the change of social norms, significant change was recognised in the programme’s priority focus on gender balance.”

The following table illustrated that the project, in its third phase (2016-2018) achieved most of its targets, whereby over 40,000 rights-holders gained improved access to public services, where media was used to publicly address rights issues, and advocacy was used as an instrument for change among the various CBGs.

Quantitative Performance Indicator Tracking Table of the ASC Rwanda Programme Change Areas

TOC Change Areas	Indicator	Target (Phase 3)	Achievement
A	# of CBGs actively involved in advocacy initiatives	96	108
A	# of new and # of ongoing advocacy initiatives undertaken at community and/or district level	125	92
A	# of media programmes addressing rights related issues	280	314
A	# of rights related issues raised by CBGs addressed by duty-bearers at community and/or district level	85	68
A	# of rights-holders who have gained access to public services due to the ASC programme	33,382	40,312
B	# of VSLAs with an increase in annual savings per member (<i>compare end-of-cycle total savings with the previous</i>)	165	206
B	# of individual CBG and VSLA members with increased net income from income generating activities	4,283	6,237
C	# of CBGs that have female representation in the leadership	508	443
A	# of issues concerning government policy, which directly affects people living in poverty, raised on national platforms	35	30

Participation and Empowerment

When holding the ASC programme up against the overall objective of the programme that *‘People living in poverty are empowered to participate and contribute to realise their rights to sustainable development’*, the evaluation concluded that the ASC programme in Rwanda had made an important impact. By interviewing over 100 members of various CBGs, the evaluation found that rights-holders were active participants in their own development. During the nine years of the ASC programme in Rwanda, ADRA worked with approximately 900 rural CBGs to strengthen their self-sufficiency and contribute to sustainable empowerment.

**Umycuo CBG, Gashari.
Mukakabega Domitir. 53 years old. 5 children**

At the beginning of the process with ADRA/ACS she and her family were in a very difficult place. The husband had irregular jobs as a casual worker:

- She was trained in growing pineapples with the group
- Learned to read and write (and flashed her notes as a proof that she can do things with it!!!)
- Joined a savings group – and knows how to save and take loans for emergencies and to build up her life
- She bought livestock – had never ever imagined this
- She could sell its offspring, buy a plot, on flat land – not on the slope
- She could borrow for school fees for her children – all children are now studying – before all of this development this would NEVER have been possible
- Now she and her family live in a good house
- Received capacity building in the many different areas to continually strengthen all of the above

**“I am now a powerful and very happy woman.
This is very new in my life!”**




The CBGs formed the core organisational unit for rights-holders, becoming the collective centre for both democratic organisational experience and lessons in good governance. CBGs were in this way the change agents for mutual support, and ADRA Rwanda worked with groups with a number of different focus areas. Some worked with livelihood and food security through farming and livestock, along with other IGAs; others focused on education, primarily through supporting democratic processes in schools through PTAs and SMCs; whereas others focused on health, such as community or school-based Anti-AIDS clubs, and CBGs of people living with HIV/AIDS. Many of these structures were strengthened with the start-up of VSLAs and adult literacy circles using the REFLECT methodology. With the building of capacity at the core, the ASC programme consisted of both ‘formal’ and ‘informal’ training activities in many different areas, including advocacy (knowing how to identify your challenges and know how to solve them); literacy; how to run a VSLA; how to run a community based group; and the knowledge needed to establish and manage IGAs. The evaluation found that it was through these empowering processes, and in particular the VSLAs and REFLECT circles, which enabled the rise from isolated lives in illiterate poverty and helplessness, as described by every one of the more than 100 testimonies heard during the evaluation field work.

ASC Capacity Building	Formal Training per year	Formal Training 2010-2018	Informal Training per year (average)	Informal Training 2010-2018
Livelihoods, Food Security	40-60	340-510	240	2040
Health	20-32	170-384	240	2040
Education	20-40	240-480	240	2040
Total Training	Per year: 80-132	Project total: 750-1374	Per year: 720 (between 360 & 1080)	Project total: 6,120

In the period between 2015 and 2017, 5,835 adult learners passed literacy exams as a result of the REFLECT circles. The REFLECT approach was also effective in bridging the gender divide on literacy. As women in Rwanda have a higher rate of illiteracy, a considerably higher number of women were found in the REFLECT circles. Illiteracy affects rights-holders' ability to follow, understand and contribute to community debates and processes of importance to them, whereby the REFLECT approach, with the combined focus on literacy, builds the capacity of community members to reflect on and analyse their own situation and devise and initiate relevant solutions themselves. The ASC programme has consequently meant that many women have found themselves in new,

powerful roles, which have generally been much appreciated by themselves, their partners, families and community. In the secure framework of a group, participants have received a lot more than individual capacitation, but also find themselves in secure and well-functioning communities with a functional social tissue. There has been an increasing level of participation of women in leadership roles, whereby in 2017, 318 out of the 510 active had women in leadership positions.



Umucyo CBG, Gashari.
Veriana Mukamwiza. 70 years old. 3 grandchildren

Joined Coop after death of her husband
 When she joined she was in a very weak position

- Trained in one of 7 REFLECT groups
- Joined an VSLA to pool money
- Borrowed 150.000
- Bought a calf – had never owned one before
- It got a female calf, which meant more milk
- She learnt to develop good fertiliser which helps
- Still active in the coop
- Already paid back loan
- Can read and write – enjoys even at her old age (see the book she shows as proof in her arms!)

**“Look at me –
 due to the support of the cooperative,
 my life is good and my grandchildren healthy.
 This would not have been so without the cooperative!”**

Sustainability

The evaluation team was convinced that “the community structures with VSL opportunities and with organisation (groups, coops, networks) around livelihood and health will continue to be found” after the closure of the programme, even suggesting that sustainability was built into the DNA of the project with its holistic, organic, empowering approach.

This sense of sustainability, and in a way self-confidence, was also evident through the advocacy components of the programme. Based on the advocacy capacity built, the CBGs supported by ASC worked to promote the rights of their members through encounters with local authorities. CBGs had found a way to politely bring up issues to the duty-bearers at local levels, building on ADRA's approach to non-confrontational advocacy, even raising issues through to the national level. The authorities showed good will and interest in supporting the CBGs, including in supporting youth-friendly services at health centres, construction of school blocks, connecting schools to power grids, etc. The 62.6 % (99 out of 158 in the full year of activities, 2017) response rate of rights related issues raised by CBGs being addressed by duty-bearers at community or district level was considered extraordinary by the evaluating team. It was clear that there was an understanding among CBG members of 'power brokers' within their ecosystem – an ability to analyse who can do what – as a result of the capacity building conducted by ADRA.

The evaluation team also visited four CBGs from a former intervention area (ceasing activities there in 2016) and found that after two years:

- All four CBGs visited were operational and of great value to members;
- VSLA's in all CBGs were still active;
- Networks of CBGs were still active and useful; and
- Two of the four CBG leaders were women – all agreed that the space for women had not been questioned nor diminished.

Best Practice and Lessons Learned

The evaluation suggested that the most important best practice from the nine years of the ASC programme in Rwanda was the power of synergy created through the combination of the selected approaches and work methodologies, i.e. the combination of the Communication for Social Change approach with the HRBA using advocacy, supported by the creation of VSLAs and REFLECT-based literacy circles. These are all embedded in lessons around collective conscientisation and empowerment, with the additional focus on addressing rights effectively through development processes. These were based on communication, dialogue and getting a voice, bottom-up. Merging all of this has generated important change.

Additionally, the evaluation found that another best practice is about time. The ASC programme in Rwanda was active for a period of nine years. As the programme was working towards changing understanding, attitudes and practices, it takes time. Some of the same findings and figures could possibly have been extracted after six years but there would not have been the same amount of time to root and anchor these new ways. Nine years – or 10 – would seem to be a minimum desired duration of a programme of this nature.

One final lesson for ADRA to consider in the future versions of ASC in other countries regards the use of media. The evaluation team found with that the use of media platforms was the most untapped potential resource for this programme. Media could have been used in a more systematic and strategic way in Rwanda. It was, however, recognised that with the very tight government grip and control of media platforms in the country, it was complicated for a programme such as ASC to utilise this platform for advocacy and social change. It was recommended that ADRA consider the strategic use of media as a source for influence and change in the other variations of the ASC programme in Burundi, Malawi and Uganda, including the combined use of mobiles, social media and radio. Although media is an active resource in the other ASC countries, the recommendation about using it strategically and systematically for specific change objectives is something that we have taken into consideration.

Resilience in the Horn of Africa

In the RiHA programme, ADRA utilises a community-based approach, empowering informal civil society; addressing livelihood issues while at the same time strengthening community structures. The overall objective of the RiHA programme is that vulnerable people in marginalised areas of Sudan and Ethiopia are more resilient. Big parts of the Horn of Africa are arid or semi-arid, where climatic changes have a very serious effect on the livelihoods of pastoralists, agro-pastoralists and smallholder farmers, who inhabit the region. ADRA's focal areas in the RiHA programme are presently some of the areas where these effects are particularly large – West Darfur and White Nile in Sudan and Somali Region in Ethiopia.

ADRA builds on previous programmes in Sudan, where Community Action Planning (CAP) has proven a powerful participatory methodology, which allows community members to make their own priorities and empowers them without being perceived as too ‘dangerous’ by the authorities. Capacity building processes focus on increasing the diversity of livelihoods, supporting climate change adaptation and enhancing the choices available to community members. A number of the below selected indicators were not reported on in 2018, as the programme is still being developed across the various projects, and therefore were not ready to be reported on.

Select Indicators for the Resilience in the Horn of Africa Programme, Summary Results Framework			
		2018 Target	2018 Result
Overall Objective: Vulnerable people in marginalised areas of Sudan and Ethiopia are more resilient	One out of five resilience characteristics has been strengthened each year (contributing to SDG Target 2.4)	1	1 (social capital)
Change Area A: Pastoralists transitioning to an agro-pastoral livelihood can interpret the necessary socio-economic adaptation and realise their own decisions on livelihood futures	% of targeted households who have improved sustainable livelihood strategies (contributing to SDG Target 2.4)	N/A	N/A
Change Area B: Financial resources are well managed for resilience building	% of VSLAs increasing their share amount when going from one cycle to the next (contributing to SDG Indicator 2.3.2)	N/A	97%
Change Area C: Communities benefit from climatic adaption techniques and improved production methods	Proportion of smallholder farmers adopting productive and sustainable agricultural practices (contributing to SDG Target 2.4)	N/A	N/A
Change Area D: Development and humanitarian organisations practice a joint strategy of long-term resilience building in fragile areas to increase impact and sustainability	# of cases where local government accept improved resilience building practices promoted by the RiHA programme	N/A	N/A

The RiHA programme has seen good progress in 2018, but also setbacks.

In Sudan, 2018 started with two RiHA projects – Sustainable Access to Health, Education and Water for All (SAHEWA) in West Darfur and Tamkeen Muzarein Project (TMP) in White Nile. Positive experiences from SAHEWA’s different community-based approaches, not least Community Action Planning (CAP) play an important role in the resilience building strategy of RiHA, both in Sudan and Ethiopia, and a review of this approach in Sudan was evaluated at the beginning of 2019.

The start of the RiHA programme in Ethiopia was delayed twice in 2018 due to insecurity in Somali Region, and then again in the beginning of 2019 as new officials had just been appointed in almost all regional ministries. The formal approval of RiHA came 1st of March 2019.

The TMP project in White Nile also suffered setbacks in 2018. These were caused by a combination of external factors, e.g. the economic crisis and the political turmoil, but also internal factors, most notably a number of shifts in management. The project is therefore well behind schedule, which also means big parts of the budget have not been activated. After new management staff were hired (in 2019), a no-cost-extension of the project is a likely possibility. TMP is funded 80% by EU and 20% by Lot CIV-funds.

SAHEWA was originally a chain of short-term humanitarian projects – typically lasting 6-12 months but had since 2013 moved in a gradually development-oriented direction. This transition process, with all the different community-based approaches was found to be valuable learning in ADRA and of great value for developing the RiHA programme. It was therefore decided to develop detailed documentation of the different approaches and their community ownership. A film – lasting 28 minutes – was produced in 2018 and has reached editing stage. The film illustrates how communities have taken ownership of their own development in a post-conflict context.

In November 2018 the first RiHA workshop was held in Addis Ababa with the participation of staff from ADRA Denmark, ADRA Sudan and ADRA Ethiopia. During this workshop the RiHA TOC and the approaches to be applied (e.g. Community Action Planning and VSLA) were discussed in detail to ensure a common understanding of what the project is to achieve across the various projects and how we are going to get there. The differences between a project and a programme were also discussed, and the advantages of a programmatic approach were emphasised. The idea is to share learning and inspire each other across the two countries in order to achieve synergy and create room for innovation. Unfortunately, exchange visits between the two countries have not yet been possible but, the idea of learning from each other is still high on the agenda. The workshop lasted three days and will be an annual event – next meeting planned for November 2019 in Gode, Ethiopia.

Context Updates

Sudan

The economic situation in the country gradually worsened during 2018. The Sudanese Pound continued losing its value, and the reduced availability of Sudanese Pounds caused long queues outside banks. The economic crisis resulted in a significant increase in prices, leaving many households struggling to meet their basic needs. Food insecurity increased, with more households relying on food assistance than in previous years. Limited health and WASH services, as well as reduced access to food for the most vulnerable, deteriorated the nutrition situation. Sudan is highly vulnerable to droughts and floodings, which put stress on agriculture and pastoralist systems. Dry spells in 2017 pushed the lean season to start already in January 2018, and heavy rains and flash floods in July-November 2018 aggravated the situation for the most vulnerable people, damaging and destroying houses, livestock and agricultural yields. Many have not yet been able to rebuild their coping capacity.

The economic challenges and deteriorating living conditions, as well as growing dissatisfaction with the repressive leadership, human rights violations and high corruption rates, fuelled demands for political change. In December 2018, the beginnings of the revolution formed, eventually resulting in the overthrowing the government of President Omar al-Bashir and causing instability and uncertainty throughout much of 2019.

Ethiopia

After ongoing unrest, Prime Minister Hailemariam Desalegn stepped down and was succeeded by Dr. Abiy Ahmed in April 2018, who has established a period of rapid reform. This reform process has initiated many changes across the country; lifting the state of emergency, legalising opposition groups long classified as terrorists, removing the bans on a number of media outlets, and enacting a peace agreement with Eritrea, formally ending two decades of hostilities. There have also been a number of well qualified female politicians appointed to high posts, including the Presidency. Expectations on this new government were initially very high, and still are, but there has been a recent growth in ethnic conflict and tension causing internal displacement.

For civil society actors such as ADRA, the adoption of a new Charities and Societies Proclamation has been a significant change with this new government, removing many of the previous restrictions on both national and international NGOs.

RiHA is implemented in conflict-prone areas, and the conflict in Somali Region poses a risk to the implementation of the RiHA programme. This was particularly the case in 2018, when the new Prime Minister removed the Regional leadership in Somali Region. ADRA monitored the situation very closely and as ADRA's local staff are from the region, they remained there with their families during two months of instability and were able to report daily on the situation.

Major Achievements during 2018

Change Area A: Pastoralists transitioning to an agro-pastoral livelihood can interpret the necessary socio-economic adaptation and realise their own decisions on livelihood futures

As a process of documenting the impact the various livelihood strategies have had in the SAHEWA project, change stories captured during 2018 documented an increase in the social capital of those involved in the project, with increased livelihood diversity, and planning actions at household and community level. Families have become more coherent and more capable of overcoming various external shocks. Diversification of farming has been documented among most farmers. All this is attributed to the interventions' various approaches, including CAP, FFS, VSLAs and community-led total sanitation. A number of those interviewed spoke of their dreams for the future, including expanding their own education and what to do with their savings from their agricultural and VSLA activities. These stories illustrated the strengthened resilience of these communities, through improved social capital and new skills and knowledge for future development.

Throughout 2018, a number of CAP projects identified significant infrastructure gaps in regards to water and education across 10 villages involved in the SAHEWA project. These include the construction of five classrooms, a number of shelters for teachers and adult education, the rehabilitation of hand pumps, and the construction of water tanks. One of these projects was completed by the end of 2018, and an additional 20 were ongoing. The average financial contribution from the various communities was 67% of project costs. Further, CAP trainings were conducted for related Ministers and the Project Technical Support Committee to understand more about the project's strategy and activities.

There were no direct activities under this change area in Ethiopia in 2018, however, from the start of 2019 a lot of preliminary meetings and discussion with pastoralists in the project area took place and is now the basis for further interventions based on community priorities, such as CAP and VSLAs.

Change Area B: Financial resources are well managed for resilience building

All farmers in the 13 FFS groups and the two new FMS groups under the SAHEWA project benefited from trainings which equipped them with knowledge of, for example, selecting improved seeds for food and market crops, marketing techniques, storage, pesticide use, self-monitoring tools and the adoption of machines in groundnut harvesting. These trainings and support from ADRA led to the increase of production in the demonstrative group farms during 2018. The Agricultural Research Corporation and the Ministry of Agriculture expressed appreciation for the work of the FFS groups and encouraged farmers to start production seed stores in their areas.

An additional 14 new VSLAs, with 320 new members of which 70% are female, were established through the SAHEWA project in 2018 and they were trained by three partner NNGOs to take lead of training and follow up on VSLA activities during the phase out. 97% of the current 53 active VSLAs, with over 1,200 members, increased their share amount when going from the previous to the current cycle.

In the TMP project during 2018, ADRA began to see signs improved livelihood results among individual beneficiaries, particularly among the 40 newly established VSLAs and the 20 Women's Goat Group comprising 400 female members. The ownership of goats is contributing in a meaningful way to the income of vulnerable households through milk production as well as the sale of offspring, and VSLA members are beginning to take out loans and invest them in income generating activities. However, not enough time has passed to evaluate outcomes from the initial FFS activities, whereby the project is currently supporting the Ministry of Agriculture with ongoing FFS activities with 500 farmers in 19 farmer groups (221 females, 279 males).

The first winter FFS cycle had only male participants as traditionally irrigated farming in White Nile State has been primarily a male-dominated activity. During the most recent mobilisation, women were encouraged to join with positive results. Of the 19 active groups, 5 are women-only with the remaining 14 being mixed gender.

Further, significant training was conducted in 2018 for staff and Agricultural Extension Officers in the FFS concept and the FMS concept in both Sudan and Ethiopia.

Change Area C: Communities benefit from climatic adaption techniques and improved production methods

Preliminary work in Ethiopia was initiated during 2018 through discussions with resource persons/organisations.

Change Area D: Development and humanitarian organisations practice a joint strategy of long-term resilience building in fragile areas to increase impact and sustainability

Detailed documentation work was initiated in Sudan to capture the process of SAHEWA's development from being a humanitarian response project to a longer-term resilience building and livelihood strengthening project. This process will be completed in 2019 and used for knowledge sharing and advocacy work in the coming years of the RiHA programme.

Developments in Key Risk Factors

While the formal civic space in Ethiopia has widened considerably, it is still too early to see how this works in reality, and therefore it may be too early to remove the risks associated with rigidity in controlling NGOs, not least for development-oriented NGOs. ADRA has worked in Ethiopia for many years and has ably

mitigated, and will continue to do so, restrictive risks through timely planning, relationship building with the government at central and regional levels and by being transparent.

The Sudanese Pound not only devalued in 2018, but many additional monetary problems were faced; different and shifting exchange rates; continued high inflation; lack of money – not only foreign exchange but also Sudanese Pounds, which were rationed. This impacted planning, as budgeting, cash transfers and planning of activities was very difficult. Forecasting of actual expenses became even more difficult.

There is a risk to the security of ADRA Denmark staff in Ethiopia and Sudan in general, and the ADRA offices in both countries are carefully assessing the risk situation and provide detailed advice in connection with each visit by ADRA Denmark.

Due to the political unrest in the Somali Region of Ethiopia during 2018, access to the area was temporarily closed; daily flights, internet and mobile phone contact were cut off, but are now operating normally again. In Sudan, access to West Darfur and internal travel to both West Darfur and White Nile was hampered during several months in 2018 due to fuel shortages and then later due to the revolution.

Some of the approaches used in the RiHA programme are relatively new to the implementing partners, ADRA Ethiopia and ADRA Sudan. The readiness by the ADRA partner to adopt new participatory development strategies, which to a large extent run counter to a long tradition of service delivery and relief interventions, may constitute a risk to the success of the programme. This has particularly been felt in the RiHA programme area in Somali Region – Gode and Adadle Weredas. There is a strong dependency syndrome amongst the partners – not least the Government – but also in the communities. This area is certainly most used to short-term emergency interventions.

ADRA Ethiopia has shown openness to new approaches but may be caught in difficult dilemmas at the operational level, since, for example, the Gode office houses both the RiHA programme and short-term relief activities with the same target groups. Although this risk is known, it poses a dilemma particularly to the programme implementation staff. ADRA Denmark has conducted a lot of capacity building activities for the RiHA staff, and ADRA Denmark will continuously offer support to the implementing staff as well as ADRA Ethiopia in general in terms of RiHA's strategy as a long-term intervention, which focuses on community participation and ownership.

Humanitarian Programming (Lot HUM)

ADRA Denmark's humanitarian programming, with support from Danida, will contribute to the following two objectives:

- People affected by conflict and crises are provided with appropriate life-saving humanitarian assistance and protection
- People and communities affected by conflict and crises are supported to be resilient

ADRA Denmark contributes to achieving the first objective through our Flex Funding, which in 2018 supported over 52,000 beneficiaries with immediate relief and live-saving assistance across four countries, namely Bangladesh, Indonesia, the Philippines and Uganda. The second focus area builds on three longer-term projects in Syria, Yemen and South Sudan. These interventions focus on meeting the immediate needs of vulnerable individuals and communities, as well as fostering resilience through contextually appropriate

means. In 2018, these three projects reached over 70,000 beneficiaries through resilience building processes, and improving access to education, WASH and basic services.

Country Specific Results Reporting

South Sudan

The overall objective of ADRA Denmark's Building Resilience in Education Sector (BRES) project in South Sudan is to contribute to improved learning outcomes and increased literacy rates for conflict affected children in Upper Nile State, South Sudan. Between August 2017 and January 2019, however, the project area in Upper Nile State was not accessible due to insecurity, and the project activities were relocated to Juba.

By supporting quality education initiatives and structures, ADRA's project aided 6,337 children in seven schools throughout 2018. ADRA successfully implemented various activities that increased the enrolment and retention of children in school through construction and rehabilitation of learning structures, supporting school feeding activities, promoting improved hygiene and sanitation practices and specifically championing the rights of the girl child. It was, however, underlined during 2018 how important it is to plan ahead, especially regarding procurement. The long delays in acquiring goods required early planning and purchasing in order to preposition materials and ensure timely implementation. ADRA South Sudan also managed to successfully adapt the project to the changing intervention areas. Despite the strenuous circumstances of the unstable environment, the team successfully managed to adapt their activities to the Juba setting (which is different geographically, structurally and politically) without the activities or beneficiaries suffering.

Select Indicators for the Building Resilience in the Education Sector project in South Sudan, Summary Results Framework

		Target 2018	Result 2018
Overall Objective: Conflict-affected children enjoy their right to education and protection in a supportive civil society	# of conflict affected children enrolled and retained in schools (contributing to SDG Target 4.1)	5,397 (2748 girls, 2649 boys)	6,337 (3312 girls, 3025 boys)
Change Area A: Conflict affected children have access to ECDE and primary education in targeted schools	# of education facilitators conducting classes according to agreed upon standards (contributing to SDG Target 4.a)	138 teachers trained	150 teachers trained
Change Area B: Community members and education authorities promote enrolment, quality, equity, retention, conflict prevention, resolution and peaceful coexistence in the schools and communities	# of trained education authorities, school manages, PTAs and SMC that fulfil their roles and mandates (contributing to SDG Target 4.1, 4.5, 4.7, 4.a)	7 PTAs & 7 SMC	7 PTAs & 7 SMC trained (education authorities were not trained due to the relocation to Juba)
Change Area C: Pupils in the targeted schools demonstrate good hygiene	# number of functional gender segregated latrines and hand-washing facilities in targeted school	2 latrines (total of 7 stances), 14	2 latrines (total of 7 stances), 14 handwashing

and sanitation practices for improved health and learning ability	(contributing to SDG Target 4.5, 4.a, 6.2)	handwashing facilities	facilities installed
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Context Updates

2018 was characterised by continuous conflict, as well as a hope of peace. The conflict in South Sudan has throughout the year continued to create displacements, reaching two million people by the end of 2018, an estimated 85% of them women and children. Additionally, the numbers of refugees fleeing to neighbouring countries reached more than 2.2 million people. The cumulative effects of the conflict have consequently led to both humanitarian and protection needs and severe poverty, due to hyperinflation, for more than seven million people in South Sudan.

During 2018, it was estimated that more than 2.5 million girls and boys in conflict and crisis affected areas did not have access to education, with girls being excluded in higher numbers. In addition, approximately 43,000 teachers and members of school management committees (SMC) needed humanitarian assistance. In particular, Upper Nile and other opposition-controlled areas were disconnected from access to humanitarian aid and education initiatives. Repeated attacks against civilians, continuous displacements and deterioration in the limited provision of basic services were witnessed in this area. The many and continuous clashes forced people to flee across the border to Ethiopia or to other parts of the country and forced the closure of the humanitarian corridor in 2018. Subsequently, activities remained in Juba during the year.

With the signing of the revitalised peace agreement in September 2018 by South Sudan's warring parties, and a subsequent return of the population to Upper Nile, it was decided to resume activities in Upper Nile from January 2019.

Major Achievements during 2018

Change Area A: Conflict affected children have access to ECDE and primary education in targeted schools (in Juba)

During the year, there was an overall increase in the enrolment of children in supported schools and early childhood development and education (ECDE) centres. ADRA contributed to this through the rehabilitation and construction of eight temporary learning spaces across seven schools, benefitting the 1,208 children (664 girls, 544 boys) attending these schools. Further, learning materials were provided to 5,397 children (2,748 girls, 2,649 boys). Additionally, school feeding activities contributed to higher enrolment, reaching 6,337 children, which is significantly higher than the original target of 1,656 children due to additional support from the WFP during 2017, which allowed the funds in 2018 to reach further.

Due to the continued deterioration of the economic situation and the hyperinflation in South Sudan, the parents of the supported school children were not able to support the provision of scholastic materials and the rehabilitation of schools. The project had originally built on the concept that parents should be encouraged to contribute to these elements, but with the limited available resources, this became almost impossible.

However, ADRA significantly contributed to the increase in the enrolment of girls by promoting girls' education through in-kind support, such as dignity kits to 1,960 girls and the establishment of gender segregated infrastructure, including two latrines with seven stalls, as well as 14 hand washing facilities.

ADRA's support to 150 teachers (incentives and trainings/mentoring) contributed to the retention of teachers and their engagement in regular teaching activities. ADRA also equipped teachers with the skills to identify vulnerable children in need of psychosocial support and conduct 30 basic counselling sessions for the identified children. Nevertheless, during 2018, the European Union funded IMPACT programme, which provides incentives for teachers countrywide, was reduced excluding two of the BRES project supported schools, limiting the financial incentives the teachers should receive. ADRA therefore took responsibility for paying teachers in the two supported primary schools that were not supported under the IMPACT programme, as otherwise the schools would have enforced school fees, risking large numbers of children dropping out.

Change Area B: Community members and education authorities promote enrolment, quality, equity, retention, conflict prevention, resolution and peaceful coexistence in the schools and communities

ADRA trained and mentored 137 members (40 females, 97 males) of 14 PTAs/SMCs on child protection, peace education, life skills and psychosocial support, also facilitating community dialogues and awareness sessions on peace building. By the end of the year the PTAs/SMCs in all seven supported schools were able to articulate their roles and responsibilities and were able to develop school development plans for all seven schools.

Six of the primary schools were being supported by the Girls Education for South Sudan (GESS) programme funded by DFID by the end of the year. It is mandatory for schools to have functional PTAs/SMCs before they are considered for GESS support. Redeemer Primary School, one of the seven schools assisted by ADRA, was unable to access GESS funding in April 2018 as it did not have an SMC, and subsequently received assistance from ADRA in how to establish one and how to develop a school development plan. By the end of 2018 the Redeemer Primary school was receiving funding from the GESS programme. Additionally, as result of the mentoring and PTA training, St. Mark Primary School established a SMC and received guidance from ADRA as to how to apply for the GESS support in 2019.

The PTA/SMC members were empowered to raise resources, for example to rehabilitate school facilities, mobilise parents to send children to school, and develop and implement action plans for school improvements. In Kworijik Primary School the PTA and SMC developed plans to build a fence around the school and lobbied local government to divert a road that crosses through the school. The outcome of this advocacy is still pending. The schools also conducted parents' meetings to inform parents about the negative impact of corporal punishment. In St. Mark Primary School, there were fundraising activities in order to build a school storage facility and by the end of the year the community had contributed SSP 84,000 (approximately USD 646).

Change Area C: Pupils in the targeted schools demonstrate good hygiene and sanitation practices for improved health and learning ability

As a result of the project activities, 63% of the pupils in the targeted schools demonstrate good hygiene and sanitation practice by the end of 2018. The project provided access to WASH facilities (latrines and hand washing facilities), facilitated 145 hygiene and sanitation campaigns, improving the children's knowledge in hygiene practices and provided dignity kits to 1,960 adolescent girls, higher than the target of 1,460.

During the year two ventilated improved pit latrines were constructed in two schools, one with three stances for Giada Boys Primary School and one with four stances at Giada Girls Primary School. As there was still a

demand for further latrines, an NGO called Malteser also constructed one latrine at Giada Boys Primary School with five stances and one additional latrine at Giada Girls Primary School with five stances. Additionally, 14 hand washing facilities were constructed across the seven schools. The schools ensured that the water facilities were filled with water and the soap provided by ADRA, so that the children were able to wash their hands with soap after using the latrines. During hygiene and sanitation sessions, teachers discussed hygiene and sanitation practices with pupils, including personal and environmental hygiene and teachers of science subjects were encouraged to integrate hygiene topics during teaching.

By the end of the year, 4,016 children (2,111 girls, 1,905 boys) demonstrated good hygiene and sanitation practices. This was recorded through observations of personal hygiene among the children. It was noted that the children were able to maintain their hair through combing or cutting it short, they had well-kept fingernails, washed uniforms and cleaned classrooms. Additionally, water was distributed by ADRA so that the children were able to wash their hands and had clean water available for drinking and preparing school meals. As two of the schools, Libya One Primary School and Redeemer Primary School had no access to clean water, ADRA supplied water tanks with treated water. The school administrations of these two schools stated that the water support helped the school to provide nutritious meals for the children, children no longer needed to go out in search for water during the day nor were they exposed to water-borne diseases.

Notably, the significant need for hygiene and sanitation awareness both at the schools and at the surrounding communities was underlined in 2018. Cases of misuse of school facilities, especially latrines were witnessed and addressed through increased communication and information to the local population.

Recipients of the dignity kits reported that the kits were important to them and motivated them to attend classes on a regular basis. Without the kits most of the girls were sourcing sanitary items from their sisters or mothers, or even using other options like cotton cloths when they had their monthly period. The girls reported that it was not always easy to access these items and had often missed classes during their menstruation.

Developments in Key Risk Factors

The complex nature of the conflict-prone context in South Sudan continued to pose challenges and risks to project implementation. The major risk during 2018 was the lack of access to the original geographical project area, Upper Nile. Due to the insecurity, and with particular focus on the safety of the local population, it was decided to continue project activities in Juba during the year. However, as a result of the signing of the revitalised peace agreement in September 2018, fighting was reduced and there was a partial return of the population to Upper Nile, resulting in the decision to resume activities in Upper Nile from January 2019. A needs assessment was therefore conducted in Upper Nile in December 2018.

The uncertainty of the more peaceful situation remains the largest hazard to project implementation and the possibility of a lasting impact of the intervention. There is a constant risk of the creation of new IDPs, to meet the basic needs of the population, protection violations and limited humanitarian access.

The lack of safety for NGO staff remained a large challenge during 2018, also in Juba, with South Sudan continuing to experience the greatest number, of all countries, of major attacks on aid operations. ADRA South Sudan have continued to mitigate the risk by strictly following the NGOs security advisory directives allocating certain areas as no-go zones for NGO workers.

Syria

In 2018, Syria was included as part of ADRA Denmark's Strategic Partnership with Danida after many years of short-term projects in response to the ongoing humanitarian crisis. As such, ADRA Denmark began implementing the four-year Vulnerable Communities Live in Dignity (VCD) project in collaboration with ADRA Syria. The overall objective of ADRA's intervention in Syria is that people in vulnerable communities in Rural Damascus, Quinetra, Homs and Aleppo employ positive coping strategies, are more self-reliant and live with increased dignity. By the end of the year, 97% of livelihood beneficiaries reported a reduction in negative coping strategies. In 2018, interventions focused on Homs and it has continued to be the area of implementation in 2019. The intervention has a two-pronged approach, strengthening self-reliance among vulnerable and productive households through livelihoods support, coupled with rehabilitation of basic infrastructure at community level.

Based on identified needs, ADRA provided basic, yet essential, assistance to the most vulnerable communities in newly accessible and hard-to-reach areas of Homs. Additionally, ADRA focused on re-establishing the livelihoods and wellbeing of targeted individuals, in order to strengthen the capacity of individuals as well as their communities. The areas targeted were selected based on the high number of returning families, the level of damage to basic services, as well as the intensity of the conflict. Livelihood beneficiaries were mainly from areas where there was a flourishing market, which had been halted or damaged due to the conflict or where many families were returning and needed to re-start their IGAs. In this manner, ADRA aimed to build effective resilience capabilities and meet the needs of the affected population. Through the VCD project, ADRA in 2018 impacted a total of 14,186 individuals across the Homs governorate (target: 13,750).

Across the planning and implementation period of the project, coordination and collaboration was essential to avoid overlapping services with other agencies or programmes, as well as covering gaps. For example, when selecting beneficiaries for the livelihood activity, ADRA coordinated with other humanitarian organisations and the Syrian Arab Red Crescent, who were also implementing livelihood activities, to identify which individuals were previously or currently being supported. This ensured that there was no duplication in the assistance, and that ADRA was able to assist those who had not yet received assistance.

At the start of the project approvals from local authorities were delayed, thus affecting work plans. Therefore, it is acknowledged that the effectiveness of the project is primarily influenced by the relationship and commitment ADRA has with its stakeholders, especially line ministries, the Governorate and other local groups.

Select Indicators for the Vulnerable Communities Live with Dignity Project in Syria, Summary Results Framework

		Target 2018	Result 2018
Overall Objective: Vulnerable communities in Rural Damascus, Quinetra, Homs and Aleppo employ positive coping strategies, are more self-reliant and live with increased dignity	% of livelihood beneficiaries reporting a reduction in negative coping strategies (contributing to SDC Target 1.5)	75%	97%
Change Area A: Basic services are rehabilitated including schools, water and sewerage systems in	# of individuals benefiting from improved basic services (including schools, water and sanitation)	5,000 (WASH)	2,000 (WASH)

areas damaged by conflict or facing increased pressure due to the influx of IDPs	(contributing to SDG Target 1.4, 4.1, 6.2)	1,500 (education) 7,000 (health)	2,940 (education) 9,930 (health)
Change Area B: Vulnerable communities engage in sustainable livelihoods strategies and move towards early recovery.	% of beneficiaries reporting improvements in income as a result of project activities (contributing to SDG Target 1.1/1.2)	80%	91%

Context Update

The overall context changed significantly during 2018, reflecting the changes in the political situation across Syria. With an increasing number of settlement agreements, humanitarian access increased to previously hard-to-reach and besieged areas. The widescale return of IDPs and refugees to their place of origin (1.4 million IDPs returned in 2018 alone) has increased pressure on existing, poorly functional infrastructure and facilities, and returnees have limited access to basic services.

ADRA selected Homs Governorate as a priority area of intervention for VCD in the beginning of 2018, based on the relatively prolonged period of stability in the governorate, sustained access to conflict affected communities with high needs and the capacity of ADRA Syria to implement planned activities in the area. Infrastructure in Homs, once a vibrant and major industrial centre, has been 70% damaged, leaving the population with very limited access to basic services such as clean water, health services, education and/or WASH services. Until October 2015, humanitarian actors were unable to reach and assist large segments of the population in need, and limited assistance has been since provided. A settlement agreement was reached in early 2018 in the remaining areas across Homs governorate, allowing assistance to be delivered and families to return. This agreement concerned the last major populated area in Homs under non-government control (northern rural Homs, which had been under the control of non-state armed groups since January 2012) and it improved the overall level of security across the whole governorate. Despite significant humanitarian needs existing across the governorate, many areas are becoming more and more suitable for self-reliance interventions, and project activities were designed accordingly.

Major Achievements during 2018

Change Area A: Basic services are rehabilitated including schools, water and sewerage systems in areas damaged by conflict or facing increased pressure due to the influx of IDPs

With the aim of restoring education in Syria, ADRA conducted light rehabilitation activities to three schools in Homs City and northern rural Homs (61 classrooms), allowing 2,940 children (1,285 girls, 1,655 boys) to access education in an improved and safer environment. Rehabilitation included repairs, provision of furniture, rehabilitation of WASH facilities, allowing for gender segregation, as well as access to safe and clean water, and provision of ramps to allow children with disabilities to access their school in a safe manner. As a result of the rehabilitation, the number of students per classroom has been reduced as classrooms which were not previously used due to damaged infrastructure are now being utilised. This helped improve the quality of education provided to the children. Staff in targeted schools shared with ADRA that the rehabilitation made a big difference, not only in the building itself but in the psychosocial health of the children – they show feelings of joy when coming to school, concentrate better and are more optimistic about their future.



Due to savings from other budget lines, ADRA was able to rehabilitate 61 classrooms instead of 44 as originally planned, thus reaching a larger number of beneficiaries. The main challenge experienced during the rehabilitation of schools was that they continued to operate while work was being done. Therefore, some classes were interrupted or had to be moved until the work was complete. Nevertheless, the contractors selected by ADRA ensured the work was done promptly without

unnecessary delays and with good quality.

ADRA also rehabilitated a main sewerage network in Shin, western rural Homs, which is one of the areas that was highly impacted by the conflict. The population (approximately 30,000 individuals) is comprised mostly of IDPs coming from surrounding towns and some from neighbouring governorates. The rehabilitation of the network enhanced access to safe water and sanitation while also improving the hygiene and health of an estimated total of 400 families (2,000 individuals). Thus far, the population of Shin has reported that there is significant improvement in the sanitation situation of their community and residue sewage has been removed from the streets. It is anticipated that additional individuals will benefit from the intervention as the number of returnees increase.

One of the challenges during the intervention was the lengthy procedure in obtaining approvals from the Ministry of Local Administration and Environment to begin project implementation. In particular, this impacted on the rehabilitation of the water and sanitation infrastructure as it was planned to rehabilitate a water system in Akrad Dasaniyya area of Homs in addition to the sewerage network in Shin. However, by the time approvals were granted, the winter season had started, and heavy rains made the rehabilitation impossible. This resulted in the project being unable to reach the targeted 5,000 beneficiaries, although the number of beneficiaries in Shin is expected to increase in the coming year as additional households return to the area. As a result of ADRA not receiving the necessary approvals on time, part of the budget for the rehabilitation of communal water/sewerage systems was reallocated to cover additional school rehabilitation.

ADRA furthermore rehabilitated the Shin Health Centre, which was damaged during the conflict in 2013. The centre remained open as it was the only health facility in the town of Shin, also serving the surrounding villages. However, families did not receive appropriate health care due to poor conditions, use of old medical supplies and the lack of a sanitary environment. Through the rehabilitation of the facility, ADRA has provided the population of 30,000 individuals with access to improved health care. Thus far, a total of 9,930 individuals have accessed the rehabilitated facility. As it is the only facility in the area, it is very significant to

the community (IDPs, host community and returnees) as they now have access to health services in a safe and improved environment. Upon completion, the Ministry of Health, as agreed at project start-up, provided new medical equipment and supplies, enhancing the quality of services that each patient will receive.

As a result of these rehabilitation activities, 93% of beneficiaries interviewed in target areas reported having access to basic services (health/education/water/sanitation).

Change Area B: Vulnerable communities engage in sustainable livelihood strategies and move towards early recovery

The Syrian conflict has had a significant impact on the economic situation of the country. Since the onset of the conflict, the level of poverty has increased due to loss of livelihoods, unemployment, loss of assets and/or recurring displacement. At least 85% of the population has fallen into poverty and 65% into extreme poverty. The livelihood component of the VCD project was designed to protect and restore livelihoods for the conflict-affected individuals in Homs, by re-establishing their businesses and jobs and strengthening their resilience.

The intervention focused on beneficiaries who had lost their businesses and, with business training, would be able to re-establish and grow their livelihoods. After a thorough assessment process, a total of 90 individuals were selected and trained in small-business management. Due to budget savings, ADRA was able to train more individuals than the 50 originally planned. By the end of the training, each participant presented a business plan with a list of material requirements out of which 57 individuals (22 females, 35 males) were selected for livelihood grants to help establish their businesses, which included confectionary, hairdressing, mechanics and carpentry. Selection was based on the presentation of a good proposal, business plan and commitment demonstrated throughout the training. Provision of business training and in-kind grants contributed to increasing beneficiaries' capacity in business management, building of resilience and improvement of family income. Participants reported that they felt empowered by the training as they were able to learn new skills and tools, which could help their businesses succeed. Through this activity, ADRA was able to turn business plans into real businesses, enhancing the competencies of local communities in Homs, thus strengthening the market of the Governorate, and providing initial financial support increase self-reliance among beneficiaries. A total of 91% of households reported that their income had increased as a result of the livelihood intervention.



In future, ADRA will provide more assistance to beneficiaries to help them choose the most appropriate business to strengthen the chances of success. This learning has been integrated into the next phase of the project.

Developments in Key Risk Factors

There were no major changes in the key risk factors in 2018. None of the key risks materialised though ADRA did experience minor delays in obtaining some necessary approvals from authorities due to new regulations and processes, which led to revisions in the work plan.

Yemen

The overall objective of ADRA Denmark's intervention in Yemen through the Emergency and Resilience Building (ERB) project is *to address critical humanitarian needs and contribute to the stabilisation of conflict-affected communities in Aden, Yemen*. To achieve this, ADRA works within the thematic areas of protection, WASH and livelihoods. ADRA Denmark has been supporting interventions in Aden since 2013 through its partnership with Danida.

ADRA ensured the timely implementation of all activities and followed the strict selection criteria of including the most vulnerable households in the project activities. ADRA reached 7,079 households through the implemented activities, despite the continuing deteriorating context. Upon the start-up of the project, a number of indicators, also found in ADRA Denmark's Summary Results Framework, were reformulated to better match the context and monitoring opportunities available to the ADRA Yemen team. These changes are reflected in the table below.

Select Indicators for the Emergency and Resilience Building project in Yemen, Summary Results Framework

		2018 Target	2018 Result
Overall Objective: <i>vulnerable communities are healthy, engaged in sustainable livelihoods, resilient and able to protect themselves against violence</i>	% of targeted community members reporting increased access to basic needs <i>Original Indicator:</i> <i>(% of beneficiaries reporting improved access to livelihood opportunities (contributing to SDC Target 1.5))</i>	70%	28.6%
<u>Change Area A: Targeted community members have access to their basic services</u>	% of inhabitants in the targeted area feeling public hygiene status in their area has improved <i>Original Indicator</i> <i># of beneficiaries reached through health/nutrition group sessions during food voucher and hygiene kit distribution (contributing to SDG Target 2.1, 2.2, 6.2 and 6.b)</i>	70%	95.8%
<u>Change Area B: Community members contribute to the wellbeing and safety of their community</u>	% of community members reporting improvements in safety and wellbeing of their community <i>Original Indicator</i>	50%	49.6%

	<i>% of beneficiaries reporting improvements in income as a result of project activities (contributing to SDG Target 1.1, 1.2)</i>		
Change Area C: Women and girls have reduced vulnerability	% of targeted women, men and children reporting increased self-protection skills (contributing to SDG Target 5.1, 5.2, 5.3, 5.5)	70%	97%

Context Updates

Into its fourth year, the war in Yemen intensified in May 2018 with escalated fighting in the coastal area of Al-Hudaydah. This amplified the humanitarian crisis both by blockades on the imports of critical goods and by increasing the already high numbers of IDPs – many of them fleeing into the southern governorates of Yemen. In 2018, 22.2 million people remained in need of humanitarian assistance and the IDP population increased to 2.1 million. Furthermore, roughly 3,700 newly registered asylum-seekers arrived in the south of Yemen from Somalia, Ethiopia, Eritrea, and the Syrian Arabic Republic. In the last months of 2018, widespread anti-governmental protests erupted in the southern governorates of Yemen, namely in Aden. In December 2018 the beginning efforts of the Stockholm peace agreement were initiated, though not resulting in significant disruptions in fighting.

The local economy continued to suffer from high inflation, high currency deflations and fuel shortages in 2018, severely impacting both the purchase power and the delivery of aid. By the end of 2018, a total of 1,291,550 suspected cases of cholera had been reported in Yemen since the beginning of the outbreak in 2016. However, a considerably reduced attack rate was witnessed in 2018.



Major Achievements During 2018

Change Area A: Targeted community members have access to their basic services

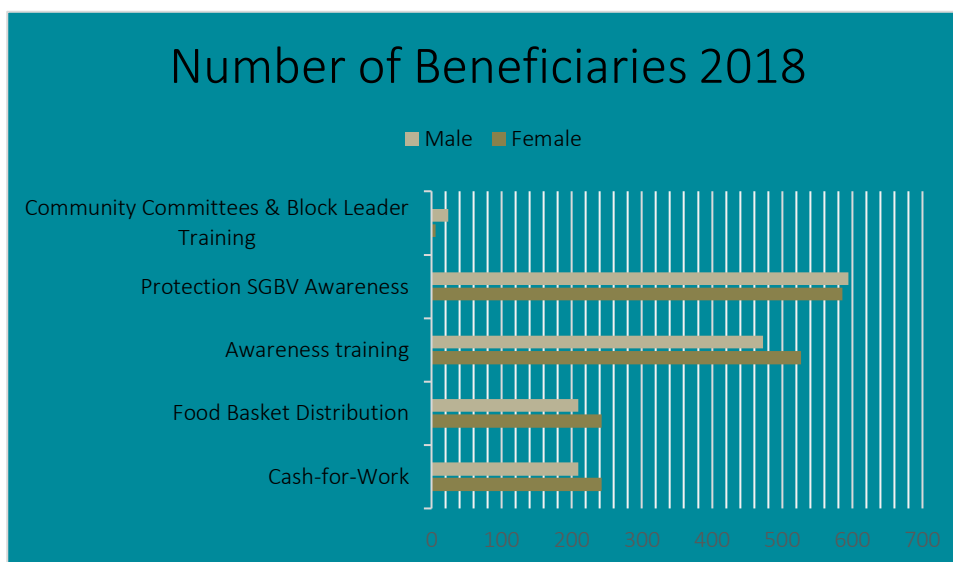
Cash-for-work (CfW) activities contributed to providing the 452 most vulnerable households in the intervention area with improved access to basic services through salaries and the distribution of food baskets. All community block leaders were involved in the CfW activity in terms of providing lists of potential beneficiaries and attending meetings for discussing related issues. Additionally, all CfW participants attended a small business ideas session to help them best utilise the cash they received; some saved money and

managed to open their own small businesses following the sessions. All beneficiaries later expressed the desire to have their periods of work prolonged.

Community participation was given high priority from the very first stages of project implementation; meetings were held with block leaders of Basateen area and beneficiary's selection criteria was explained to them so that they provided lists of the most vulnerable households in all blocks. After receiving the lists from the block leaders, community committee members, with the help of project staff, paid house-to-house visits to verify of the potential lists provided by the block leaders. During the verification process, some households were excluded as they did not meet the project criteria. The participants included refugees, IDPs and host communities; reflecting the composition of communities in the geographical area.

ADRA provided a one-time food assistance to each of the 452 beneficiary households covering approximately 80% of the monthly caloric intake of a family. Through a semi-open voucher modality (meaning that the vouchers are limited/designated for food purchase, but flexible/open in the type of food items people can choose to purchase) the project aimed at maintaining the dignity and personal choice for beneficiaries, while also supporting existing market channels and local vendors.

A further 5,627 households in the area benefited from house-to-house hygiene awareness, contributing to



the improved knowledge of the targeted households concerning hygienic issues. The hygiene awareness activities were conducted by ADRA staff and volunteers, as part of the "theme" of public health. Further, approximately 2,170 tonnes of solid waste were removed from the streets as a part of the CfW activities.

Change Area B: Community members contribute to the wellbeing and safety of their community

Building the capacity of community members and involving them in the design and structure of the community awareness raising activities and in the mobilisation of the community was vital to the achievement of Immediate Objective Two and improving the community members' own feeling of wellbeing and safety. In the first quarter, 30 community members and members of six community committees were trained in conflict resolution and management, peace-building and humanitarian principles. The trainings provided the trainees with an understanding of different types of conflict and how they could contribute to mitigating conflicts in the community.

The training involved two members from each of the following committees:

- Somali Elder Committee
- Somali Woman Committee

- Youth Committee
- Sport Committee
- People with Special Needs committee
- Ethiopian Committee

Following the training, the twelve committee members were involved in developing a detailed plan on the training of 1,000 members of the community in conflict resolution and management and peace-building.

During 2017 an advocacy group was established in Basateen as part of the previous Protection and Livelihood Assistance project (PLA), funded through ADRA Denmark's Humanitarian Partnership Agreement. The group consisted of youth from the Basateen area who are university and secondary school graduates, who came together to create change in their neighbourhoods. ADRA has continued supporting the group throughout 2018 to develop and implement advocacy plans. In 2018, the advocacy group through their efforts and the support of ADRA, won 1,000 USD in a proposal writing competition arranged by the NGO Intersos. The proposal included purchasing and installing eight solar panels lights as a part of providing increased safety to the communities of Basateen. Additionally, the advocacy group achieved:

- Participation in a radio programme discussing the issue of harassment
- Participation in a demonstration to support cleaning fund workers
- Arranging meetings with the local council about sewage problems
- Minimising the garbage on streets in cooperation with the CfW activities of the ERB project
- Installing the eight solar panel lights in Basateen blocks

Developments in Key Risk Factors

The implementation of the project in Yemen faced several risk factors in 2018, although they were quite similar to those experienced in previous years.

The contextual risks linked to the absence of security and law enforcement resulted in protection issues and also had a major impact on the humanitarian situation, although Aden experienced calmer periods in 2018, or at least in comparison to the north of Yemen. Security in Aden deteriorated only in the last months of 2018, where large anti-governmental demonstrations and civil unrest were witnessed, with subsequent crackdown on protesters. Despite these events, access to the project sites remained possible for project staff during the whole of 2018. ADRA Yemen has throughout the year ensured close monitoring of the security situation and regular communication with governmental offices, UN agencies, the humanitarian clusters, other NGOs, and community leaders.

Increased control over the transfer of funds in-country and a liquidity crisis, together with further depreciation of the currency continued to pose a large risk to the intervention of the project in 2018. ADRA Yemen managed to avoid significant challenges in regard to liquidity by opening a bank account in an alternative bank than previously used, which was able to provide funds at any time. The increasing exchange fluctuations during 2018 were mitigated by ADRA Yemen by conducting ongoing market analysis and a strict selection of vendors based on cost, quality and availability.

As the humanitarian situation continuously grew dire for the population of Yemen, tensions in communities have also grown. ADRA Yemen staff have felt the consequences through harassment by people from the communities, demanding to be part of the project activities. ADRA Yemen have used mitigation measures by close communication with the local authorities, community leaders and community members themselves.

Additionally, ADRA Yemen has used an open, transparent beneficiary selection process to mitigate against conflict over resources and tensions between refugees, IDPs and host community households. Additionally, specific complaint forms were developed for the ERB project, feeding into ADRA Yemen's general complaint handling policy.

Another key challenge was the severe absence of government services in the geographical area of implementation. Agreements were made with the Aden governmental Cleaning Fund at the beginning of the year, that were not continuously upheld. This resulted in difficulty in removing the trash collected by the CfW employees from public spaces. A larger advocacy initiative towards local government was launched with limited impact.

ADRA staff also faced harassment from community members who wanted to be involved in the CfW activities. The events could be explained by the continuation of the deterioration of the humanitarian situation and the following desperation of families to meet their basic needs. ADRA has thereby increased communication involving the community members on selection criteria, which has had a positive impact.

Summary Account of the use of Flexible Funds

The flexible funds have been crucial to support the international ADRA network in responding rapidly and efficiently to disaster and crisis situations. By prioritising network initiatives, we have ensured that the widest number of people and communities are supported, while also strengthening the capacity of the network.

In 2018, ADRA Denmark supported four humanitarian interventions with its flexible funding, allowing ADRA to respond to emergency needs in Bangladesh, Indonesia, Philippines and Uganda.

In **Bangladesh**, flexible funding contributed as match funding for a 5 million USD project implemented by ADRA Bangladesh with funding from UNHCR and was focused on providing additional funding to supplement personnel costs of international staff working in the project, cover monitoring and capacity building visits of ADRA ERT specialists and support the administrative costs of ADRA Bangladesh related to the project. The project addressed the needs of Rohingya refugees in camps close to the border with Myanmar. The large influx of refugees has put a tremendous stress on existing humanitarian services in the camps, and there are huge humanitarian needs among new arrivals. The project was implemented in four camps and benefited more than 21,000 refugee families through provision of emergency shelter assistance, site improvement and camp management, including disaster risk reduction. ADRA Denmark contributed with 310,000 DKK from used funds from our 2017 Humanitarian Partnership Agreement.

In **Indonesia**, ADRA responded to the earthquake and tsunami which hit Sulawesi at the end of September 2018. It resulted in fatalities and injuries, damages to homes, schools and health facilities, and more than 133,000 people were displaced. Many of the displaced stayed in scattered makeshift settlements close to their destroyed homes with limited access to basic services such as clean drinking water, resulting in risks of waterborne diseases. In collaboration with Church World Service and Catholic Relief Services, ADRA Indonesia provided life-saving support to affected households. ADRA was in charge of installing water units in public facilities, benefiting 2,165 households (8,146 individuals), distributing safe water containers to 4,700 households and conducting hygiene promotion, reaching 1,146 persons, mainly children and young people in schools. ADRA Denmark contributed with 72,500 USD out of the total budget of 200,000 USD.

In the last quarter of 2018, two typhoons hit northern Luzon in the **Philippines**, resulting in widespread flooding, destruction of infrastructure, buildings and agriculture/crops. More than a million people were affected by the typhoons. ADRA Denmark supported a food assistance intervention whereby 2,300 typhoon-affected families (10,079 persons) in Northern Luzon were provided with food packages through ADRA Philippines as the implementing partner. ADRA Denmark contributed with 60,000 USD (50,000 USD from flexible funds and 10,000 own collected funds) out of the total budget of 125,000 USD.

Due to savings related to procurement of food packs and personnel, unspent funds were transferred as match funding to a cash assistance project also implemented by ADRA Philippines, which benefited a total of 2,690 typhoon-affected families (11,624 persons) from Cagayán and Quirino provinces whose houses had been destroyed. The cash was mainly used for the purchase of food and shelter materials, in addition to medicines, agricultural inputs and educational purposes.

The eruption of interethnic violence in Ituri, Democratic Republic of Congo (DRC) at the end of 2017 created a large influx of DRC refugees in **Uganda**. Between January and the end of April 2018, the number of new refugee arrivals stood at more than 82,000, creating enormous pressure on reception centres. ADRA Denmark provided support to a project in Kyala II refugee settlement, implemented by ADRA Denmark's longstanding partner ADRA Uganda. It was aimed at increasing access to sanitation facilities for refugees, with the construction of latrines and bath shelters/hand washing facilities as well as hygiene promotion.

Through this intervention, 3,053 people were reached with hygiene promotion activities, and 149 of the most vulnerable households benefited from the construction of household latrines with bathing and handwashing facilities. This raised the percentage of households with latrines in the target area from 39% to 61%. The targeted population for hygiene promotion was lower than expected (12,500 people) as ADRA was allocated a less populated than expected area of operation. ADRA reached the entire population in the targeted area with awareness on health risks related to sanitation and hygiene. The project was part of a larger ADRA network project. ADRA Denmark contributed with 63,000 USD out of a total budget of around 110,000 USD, co-financed by various ADRA offices.

Proportion of Direct and Indirect Funding to Local and National Actors (Lot HUM)

Working in partnership is fundamental to the work of ADRA Denmark. ADRA Denmark is a recognised member of the global ADRA network consisting of 134 independent local ADRA organisations, operating with the support of ADRA International. As a member of the network, ADRA Denmark has a strong connection with the local ADRA organisation in the countries where we work, and in the eight countries where we operate, it is these eight locally based organisations who are our primary partners in all our projects and programmes.

The local ADRA organisation is a self-governing organisation with their own board and are responsible for their own structure, fundraising and often have a base in their local Adventist constituency. They are rooted in the local community and able to act as first responders if and when crises occur. ADRA Denmark strives to support these partners as directly as possible and build their capacity to be engaged and relevant civil society organisations.

In 2018, 76% of our funding under Lot HUM went directly to local ADRA partners, whereas an additional 5% went to local partners, but first via ADRA International, which can occur for two reasons:

- 1) The implementing partner had difficulty receiving funds; or

- 2) ADRA International, for expediency, had already upfronted the funds and sent them to the implementing organization. ADRA Denmark's contribution is always noted down in the project agreement to reflect where the funds ultimately go.

Lot HUM Funds	Utilisation by: (,000)		
	ADRA Denmark	Local ADRA Organisation	ADRA International
ADRA Denmark	1,615	0	0
South Sudan	858	4,344	0
Syria	140	2,677	0
Yemen	92	3,515	0
Bangladesh (Flex Funds)	17	0	310
Indonesia (Flex Funds)		0	481
Phillipines (Flex Funds)		323	0
Uganda (Flex Funds)		385	0
Total	2,722 (18%)	11,244 (76%)	791 (5%)

Due to our small size and the nature of our network, this is a relatively high percentage. We will continue to be aware of this comparative advantage and work towards making our approach even more effective and ultimately work towards reaching the goals of the Grand Bargain, including making humanitarian action as local as possible.

Use of MFA funds towards co-financing, and our specific contribution to the arrangement

In recent years, ADRA Denmark has persistently stretched the funds received from Danida to reach the widest number of beneficiaries/rights-holders as possible. This was still the case in 2018, whereby ADRA's SPA budget of 36 million DKK was strategically used through match funding contributions in a number of projects, resulting in the total reach of the agreement being over 70 million DKK. In addition to the above-mentioned projects supported through our flexible funds, a number of other projects under the SPA were strengthened or expanded through additional support from other donors.

In Sudan, successful fundraising efforts resulted in an additional project under the RiHA programme, namely the Tamkeen Muzarein Project (TMP) in White Nile, with funding from the European Union. TMP has a total three-year budget of EUR 3,750,000, of which 20%, EUR 750,000, are funded under Lot CIV. TMP, as a part of the RiHA programme contributes to the overall objective of the intervention, namely that vulnerable people in marginalised areas of Sudan and Ethiopia are more resilient.

In order to meet the challenges facing elements of the food security component of the ASC programme in Burundi, ADRA worked together with a private donor to develop a small Rural Initiative for Participatory Agricultural Transformation (RIPAT) project. This one-year project, implemented from late 2018 through 2019, was designed to trial the RIPAT approach in the country. This way of using additional funds in order to test out new approaches has proven an effective way of expending the ASC programme without the taking away from its existing activities. The total budget for the project is 954,000 DKK. Unspent funds from ADRA's 2017 Framework Agreement were also used to boost the RIPAT project in Burundi in 2018, approximately 242,000 DKK in 2018.

Unspent funds from ADRA Denmark's 2017 Humanitarian Partnership Agreement with Danida were used as match funding for an ECHO project in Syria in 2018, whereby 260,000 DKK was used as match funding to the total budget of EUR 1,400,000. The Basic Services in Emergency (BASE) project, in partnership with ADRA Syria, impacted a total of 166,490 vulnerable individuals through both life-sustaining and life-saving activities. The project was completed in early 2019.

Additional funds from Novo Nordisk (558,017 DKK) were granted in December 2018, for implementation from January 2019, to ADRA Denmark's ERB project in Yemen. The grant is to be utilised to include an additional 52 households in the ERB CfW activities, as well as provide additional food assistance.

Lessons Learned and Achieved Results from the Use of Innovation Funds

Through the resources available through the SPA, ADRA Denmark has applied a more strategic approach to working with innovation. Our approach to innovation follows an evolutionary approach, meaning that we try to develop new methods, models and tools through incremental advances in the processes and approaches we are already using. We aim to develop and extend effective solutions to key problems affecting the communities we work with. Through the SPA, in both Lot CIV and Lot HUM, we have a specific focus on pursuing innovations, which will help us to:

- i) profile ADRA as a faith-based organisation that works with religion and religious leaders;
- ii) collaborate with the private sector to create opportunities and jobs for youth; and
- iii) pursue opportunities for innovation in the humanitarian-development nexus.

Faith development and involvement of religious leaders in the right of access

In 2018, ADRA Denmark initiated a process to strengthen cooperation across ADRA, the SDA church and central SDA institutions in Denmark, Malawi and Uganda. The first meetings to create a greater understanding of our shared responsibility for combating social injustice and promoting equality took place in 2018 with a positive outcome. Workshops were planned for early 2019 with key church actors with the aim of developing strategies and action plans for how the SDA Church itself, and in collaboration with ADRA and other churches, can promote 'social justice' and human rights through the church platforms and ADRA projects. Through this engagement, ADRA is bridging new territory within the SDA environment, as concrete cooperation between SDA churches and ADRA has been limited up until now, but we are tapping into an increasing desire on all sides to enhance cooperation.

Collaboration with the private sector to create opportunities and jobs for youth

During 2018, ADRA Denmark carried out a number of activities to focus its work and further develop its approach to innovative partnerships, with a focus on creating income and jobs, in particular for youth. In February 2018, a Programme Coordinator for Rural Business and Private Sector Cooperation was employed to bridge business and programme work.

The main focus of ADRA's work on innovative private sector cooperation will be to create strategic South – South partnerships, where ADRA will engage with local companies, producers and other stakeholders in the value chains. Agricultural initiatives are long-term in nature and as ADRA Denmark intends to concentrate its private sector cooperation work on the challenges in the agribusiness sector, it is mainly focussed on Lot CIV. However, refugees living in settlements for many years and potential Lot HUM private sector cooperation activities will also be explored. During explorative visits to Uganda, Malawi and Burundi in 2018, ADRA has

met with organisations focusing on linking small-scale producers with the private sector, to learn about their experiences and began assessing various opportunities in the partner countries. Despite our primary focus on South-South partnerships, ADRA Denmark has continued to explore possibilities for partnerships with companies in the North.

The innovative FMS approach, developed by ADRA Denmark, is a tailor-made on-the-job training aimed at improving smallholder farmers' access to the market and the private sector – a key precondition for increased farmer income. The FMS approach introduced in Zimbabwe and Malawi was evaluated in 2018 by an external consultant, and the findings were very positive. ADRA has subsequently analysed how to further implement the approach in the ASC programme and throughout the wider ADRA network, as well as disseminate the approach to other agricultural organisations, such as the Food and Agricultural Organisation of the United Nations (FAO).

Following an assessment visit to Burundi in 2018, it was decided to strengthen the food-security components of the ASC programme with the RIPAT approach. RIPAT is a well-proven approach but has never been tested in Burundi. ADRA Denmark is considering it innovative to pilot the RIPAT approach in a new context like Burundi with the objective to reduce poverty, hunger and undernutrition among farmers by improving agriculture through the application of the principle of help to self-help. ADRA initiated a small project in December 2018 with co-funding from a private donor.

Innovation in the humanitarian-development nexus

ADRA Denmark is increasingly working within the humanitarian-development nexus through the integration of capacity building and livelihood strategies with lifesaving, humanitarian interventions.

Uganda is one of the largest refugee-hosting nations in the world and ADRA Denmark initially decided to focus its work on innovation within the humanitarian-development nexus in Northern Uganda. The intention was to pilot a micro Ingrower model in a refugee settlement seeking to strengthen the capacity of vulnerable refugees and host communities. The micro Ingrower is a social enterprise model supported by appropriate irrigation and farming technologies for sustainable and improved livelihood, nutrition and food security. Refugees, and in particular young people, through this model have opportunities for education, vocational training and employment so they can acquire skills which can help them restart life once they return to their country of origin, whilst assisting them with various IGAs while living in the settlement.

During an assessment trip in January 2019, the Ingrower concept was considered very relevant by all visited stakeholders and capture some of the main challenges faced by the refugees. The model was, however, also found to be too ambitious and not realistic in its original form in a relatively complex context like a refugee settlement, and as such ADRA Denmark decided to not go further with this concept. ADRA Denmark will continue to explore other innovative solutions in the humanitarian-development nexus.

Project and Programme Related Information

2018 was a year of challenges and new beginnings in ADRA Denmark's Communications Department. Consequently, human resources were lacking in order to implement all planned project and programme related information initiatives and therefore several activities were cancelled or postponed until 2019.

The major information activity in 2018 was a collaboration with *Høng Gymnasium* and *Landbrugsskolen Sjælland* where farmers are being trained in Denmark. As part of the collaboration, a group of five students (16-18 years of age) and three teachers from the schools went to Malawi to meet with other youth and farmers. This was both in order to understand the importance and complexities of SDG Two (Zero hunger) and to learn about farming in Malawi, and to meet with youth from another culture and background.

The objective of this initiative was to create a campaign that was very relevant and specifically targeted towards a group in Denmark that is not the typical target group for development education, youth within agriculture. The link between their own life and choice of career and that of the people they met in Malawi made the exchange visit both relevant and identifiable. Through this activity we provided our target group with a better understanding of life in developing countries and an understanding of the interconnectedness of their own life and actions with those of youth in the Global South.

Our strategic approach to this has been to engage selected youth as an integrated part of the campaign, so that they play an important role in selecting the focus of the campaign, as well as in communicating the message back to their peers.

During the trip, the students managed to meet



a number of farmers groups in Machinga. They made presentations of agriculture in Denmark and engaged in group discussions to share experiences and stories. Upon their return to Denmark, the students prepared presentations for other students and other information materials; video and articles. The materials were posted on the schools' website and Facebook and local media were contacted to write about the trip and the involved students. Kalundborg Folkeblad wrote about the experiences of the students during this trip.

The students made presentations for their fellow students at their respective schools but also offered to come and present at similar schools around Denmark. They conducted five presentations in local schools, high schools and technical schools and it is estimated that they reached 500 students through these presentations.

The trip to Malawi was also a pilot project to test the concept of doing information activities peer-to-peer in order to reach new target groups through strong identification with the relevant issues. However, having evaluated the concept and output after the pilot phase, ADRA Denmark decided not to continue with this

approach. The students were too busy to deeply engage in the information activities and the reach was limited.

Another activity in 2018 was the participation in The People's Democratic Festival (*Folkemødet*) in Bornholm. During the festival, ADRA Denmark arranged a debate on the role of religious actors in development cooperation and social change. The panel included a variety of politicians from different political parties and religious organisations, among these the chair of the Atheist organisation in Denmark. The debate took place in the tent 'Between Heaven and Earth', which ADRA co-organised in cooperation with a number of other faith-based organisations and churches.

Follow-up to recommendations from programmatic reviews and financial monitoring visits

Programmatic Reviews

Farmer Market School

A study of the FMS concept in Malawi and Zimbabwe was conducted in the second half of the year, with the intention to provide lessons learned for the future use of the approach in programming, both for ADRA and external actors. The FMS concept was conceptualised by ADRA Denmark and draws on experience from a market linkage programme in Kenya and was further elaborated in Malawi. The report contributed to a global review undertaken by ADRA International's Livelihood Technical Learning Lab, with an aim to conceptualise a generic strategy that addresses the disconnect with profitable markets that characterise smallholder farmers worldwide and Africa in particular. The study consolidated information from quantitative end-line surveys from Zimbabwe and Malawi undertaken by independent consultants in collaboration with a team from ADRA (Zimbabwe, Africa and Denmark offices).

The study established four specific recommendations:

- 1) Consolidate and further developing the FMS concept: The evaluating team recommended that this occur through the following steps:
 - i) Continuous improvement of the FMS training manual
 - ii) Integrating FMS into the FFS family of approaches
 - iii) Addressing Farmer Institutional Development associated with FMS. Provisions should be made to stimulate all FMS groups within a given area to federate into higher-level organisation for the purpose of collective action.
 - iv) Addressing the financial challenges amplified by FMS. The newly gained knowledge about the market and first experiences with sales to buyers in the lower end of the value chain greatly inspired FMS members to progress. These enhanced aspirations dramatically increased their financial needs. Establishing internal loan and savings groups such as VSLA is a strategy for accumulating savings in a way that creates ownership. Capacities can be built among VSLA /FMS members to manage their own savings, thus giving them confidence that they can achieve their objectives provided that they are willing to observe certain rules and create a culture that motivates members to support each other.
 - v) Addressing social inclusion of FMS. A lesson learned from the FMS evaluation is that the FMS members are mobilised among those characterised as hard-working average farmers who are embracing modernisation if given the chance and willing to work with extension services. This category makes up 15%-30% of the total households. Some 90% of FMS are

estimated to come from this category of farmers. The poor make up 50%-80% of the entire rural population. They are characterised by having few productive resources and dependent on working as casual labour for the well-off farmers. Only around 10% of the FMS are estimated to come from this group of farmers. As part of scaling up FMS, serious thought has to be given to how FMS can be more socially inclusive.

- 2) Implement FMS for rain fed agriculture: While FMS in Zimbabwe was piloted among farmers with access to irrigation and thereby able to respond quickly to market demand from the horticultural value chain, half of the FMS in Malawi were implemented where members depended on rainfed agriculture for their livelihood. None of these rainfed FMS experienced the same success as FMS where members had access to irrigation.
- 3) Scale up FMS: The evaluation team recommended that any new project support for scaling up FMS should support farmer-facilitated FMS groups as an integrated part of the project. A farmer-facilitated approach to scaling up FMS would require FMS programme support in terms of a training of trainer's course that educated the FMS graduates to become facilitators. Such a shift would require changes in roles and responsibilities among the various actors. The role of Agriculture Extension Officers will shift from primarily being FMS facilitators, to also providing technical back up and quality insurance to the FMS farmer facilitators.
- 4) Institutionalise implementation of FMS in East and Southern Africa: It is the intention that the experiences from implementing FMS in Malawi and Zimbabwe are used by the ADRA International Livelihood Technical Learning Lab, situated in Nairobi, to consolidate and further develop FMS as a generic concept. The evaluation recommends that an African FMS Knowledge Hub be established, with the specific role of educating National FMS Master Trainers, integrating the FMS concept with FFS, provide technical backstopping and coordinate of new initiatives.

ADRA International's Technical Learning Lab has used the evaluation and its recommendations to further develop the FMS concept and to attract further interest in the approach. Throughout 2019, a number of initiatives have taken place to further develop the concept, including two FMS Master Trainings in Ethiopia and Zambia with 47 participants from 18 countries, including participants from the wider ADRA network, other CSOs, including Total Land Care and DanChurchAid, multilateral organisations like FAO and the International Fund for Agricultural Development, and universities, as well as local Agricultural Extension Officers and Farmer Field School trainers. It is expected that the participants are disseminating their knowledge within their respective organisations and consequently including the FMS approach in their activities.

ADRA Denmark arranged in June 2019 a very positive meeting in Nairobi with FAO and other key stakeholders interested in the FMS with the objective of further disseminating the approach. FAO endorses the Farmer Field School approach, which focuses on production and as the FMS is directed at the market, the two approached complement each other very well, as was also highlighted in the 2018 study. However, the optimal way of combining them needs further research and pilot projects. FAO is very interested in working with ADRA on this. Due to their world-wide coverage and influencing power in the various Ministries of Agriculture and other key stakeholders around the world, it would be a significant milestone if FAO adopts and endorses the FMS approach.

Action for Social Change Uganda

During 2018, another programmatic review was conducted of the ASC programme in Uganda, in December 2018, however due to delays in finalising the report, it was not made available until February 2019 and will therefore contribute to the 2019 and reporting.

Financial Monitoring

During the year, three financial monitoring visits were conducted by ADRA Denmark in Uganda (April), Sudan (June) and South Sudan (December). In Uganda a workshop was conducted for the ADRA Uganda staff, both Programme and Finance staff, on using a budget control report (BCR) as a monitoring tool and on ADRA Denmark's budget templates. A financial health check was also reviewed with the organisation, using the Mango Financial Management tool. More timely reporting was a clear recommendation for ADRA Uganda, to which both ADRA Denmark's Financial Controller and Programme Coordinator have followed up on. Further, in November-December a comprehensive collaboration along with ADRA Sweden and the ADRA AFRO Regional Office was initiated in order to assist ADRA Uganda in restructuring their Finance Department.

A financial monitoring visit to Sudan included a visit to both the Head Office in Khartoum and the Kosti Field Office. This monitoring visit focused on improving ADRA Sudan's finance team's knowledge of documentation and compliance, and ADRA Denmark's Controller also conducted an audit of vouchers in both locations. Recommendations from this visit included that ADRA Sudan ensure that all staff are aware of and updated, as necessary, on the documentation requirements for all donors.

During a financial monitoring visit to South Sudan, a workshop on the BCR was conducted with participants from both Finance and the Programme department. It was demonstrated how to read the BCR for monitoring progress against the budget and the importance of developing a realistic quarterly budget as this is the foundation for monitoring. As a result of this training, it was recommended that a list of required documentation was shared between the Finance Department and the Programme Department, including activity plans to ensure that the Finance Department had the funds available as necessary.



**Final Accounts for
Danida Strategic Partnership
Agreement (HUM and CIV)
2018**

Danida Journal no.: 2017-12478-1/2

**including unspent funds from
Frame Agreement and HPA for
2017**

Danida Journal no.: 2014-11869 and 2016-
42675

**Donor:
The Danish Ministry of Foreign Affairs
(Danida)**

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- Independent Auditor's report
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- Applied accounting policies
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- Accounts for Frame and HPA funds

MANAGEMENT's ENDORSEMENT

Hereby the final accounts for the Strategic Partnership Agreement 2018. The agreement was funded by Danida and administrated by ADRA Denmark.

It is hereby declared that

- The final accounts are prepared in accordance with the Danish Ministry of Foreign Affairs reporting requirements and guidelines.
- We consider the accounting policies to be appropriate and the accounts for the Strategic Partnership Agreement to give a true and fair view of activities for the period January 01 to December 31, 2018.
- Further, in our opinion, business procedures and internal controls have been established to ensure that the transactions covered by the Strategic Partnership Agreement comply with appropriations granted, legislation and other regulations and with agreements entered into and usual practice, and that due financial consideration has been taken of the management of the funds and the operation of the activities comprised by the Strategic Partnership Agreement.
- In addition, in our opinion, systems and procedures are established that support economy, productivity and efficiency.

Nærum, 14. October 2019



Jens M. Vesterager
Secretary General



Kristel Krøll Thomsen
Finance Director

INDEPENDENT AUDITOR'S REPORT

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

Opinion

We have audited the project financial statements for Strategic Partnership Agreement of ADRA Denmark for grants received under the Ministry of Foreign Affairs of Denmark's Strategic Partnership agreement, j.no 2017-12478, for the period 1 January – 31 December 2018. The final accounts for the Strategic Partnership Agreement are prepared in accordance with the Ministry of Foreign Affairs of Denmark's Administrative Guidelines for grants for Civil Society Organisations that qualify as Strategic Partners cf. grant letter of 16 January 2018 (in the following referred to as "the grantor's guidelines").

In our opinion, the project financial statements are, in all material respects, correct, i.e. prepared in accordance with the grantor's guidelines.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark as well as public auditing standards as the audit was conducted on the basis of the provisions of the grantor's audit instructions regarding the performance of audit tasks related to activities covered by a Strategic Partnership Agreement. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the project financial statements" section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

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

Emphasis of matter in the financial statements – accounting policies and restriction on distribution and use

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

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

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

Emphasis of matter regarding the audit

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

Management's responsibility for the project financial statements

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

Independent auditor's report

Auditor's responsibilities for the audit of the project financial statements

Our objectives are to obtain reasonable assurance as to whether the project financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and additional requirements applicable in Denmark as well as public auditing standards, cf. the grantor's audit instructions regarding the performance of audit tasks related to activities covered by a Strategic Partnership Agreement will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the project financial statements.

As part of an audit conducted in accordance with International Standards on Auditing and additional requirements applicable in Denmark as well as public auditing standards, cf. the grantor's audit instructions regarding the performance of audit tasks related to activities covered by a Strategic Partnership Agreement, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

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

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

Report on other legal and regulatory requirements

Statement on compliance audit and performance audit

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

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

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

Independent auditor's report

In connection with our audit of costs incurred in Rwanda we have not received documentation on the compliance audit and performance audit from the local auditor. We can therefore not express an statement on the transferred amount of 1.786.069 DKK.

We have no significant critical comments to report for all other costs.

Copenhagen, 14 October 2019

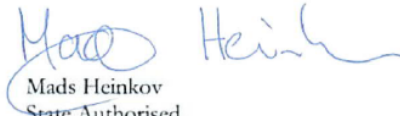
ERNST & YOUNG

Godkendt Revisionspartnerselskab

CVR no. 30 76 82 28



Alex Petersen
State Authorised
Public Accountant
mne28604



Mads Heinkov
State Authorised
Public Accountant
mne41284

ACCOUNTING REPORT

Grant

On January 16, 2018 Danida granted in total 36,000 TDKK towards a Strategic Partnership Agreement for 2018 with ADRA Denmark. ADRA Denmark has been chosen as a strategic partner for the period covering 2018-2021, after which ADRA Denmark must reapply for a partnership for the following period.

The grant for 2018 is divided as follows:

21,000 TDKK for Lot CIV – journal number: 2017-12478-1

15,000 TDKK for Lot HUM – journal number: 2017-12478-2

Budget

On October 15, 2017 ADRA Denmark submitted the budgets for Lot CIV and Lot HUM to Danida. Both budgets were later approved at the Annual Consultations with Danida on December 18, 2017.

Budget deviations

In Lot CIV the audit in Denmark turned out to be lower than initially budgeted, since ADRA Denmark in consultation with Ernst & Young, chose to submit joint Final Accounts for the Strategic Partnership Agreement, which led to a reduction in audit costs.

The lower expenditures than budgeted for Project Related Information Activities in Lot CIV can primarily be explained by a change of key staff in the communications department. This caused cancelation and postponement of some of the planned campaigns.

The reason for the over-expenditure on the budget line Lot HUM Innovation was due to the unforeseen additional costs incurred from a study trip to Malawi to investigate the Ingrower concept, and to understand its adaptability in a humanitarian context, namely Uganda. This included hiring a consultant from the developer of Ingrower, DanishKnowHow. A trip to Uganda was undertaken in January 2019 to meet with various stakeholders in the BidiBidi Refugee Settlement to ascertain the relevance of this approach in this environment.

Funding

In addition to the grant for Lot CIV and Lot HUM of 36,000 TDKK, there was an opening balance from 2017 of 886 TDKK related to unspent funds in the Framework Agreement as well as the Humanitarian Partnership Agreement. The final accounts for these funds are attached as an annex in this report.

In addition to this ADRA Denmark has funded projects in Burundi and Uganda of 1,700 TDKK with funds from 'Danmarksindsamling', reported as Own financing in Lot CIV Accounts. Further, ADRA Denmark has added own contribution for South Sudan and Yemen of 253 TDKK in Lot HUM.

Unspent balance

As of December 31, 2018, the accounts for the Strategic Partnership Agreement shows a total consumption of 34,817 TDKK. Leaving a balance of 1,190 TDKK which is carried forward to be used in 2019. Specified as 560 TDKK for Lot HUM and 630 TDKK for Lot CIV.

Final and unsettled project accounts

There are no unsettled project accounts. However, there is an accepted audit reservation in the individual accounts for the Lot CIV Rwanda ASC project, which is solely referring to the performance audit, which was not conducted. The financial audit was with no remarks and fine, but due to misunderstandings the performance audit was not performed, and ADRA Denmark has in agreement with Ernst & Young decided to accept this, leading to a comment in the audit report.

This is since it is limited to the first six months of 2018 and the collaboration with ADRA Rwanda ended after this. It is assessed that to have the additional audit done at this point, would be cumbersome and to no real avail looking forward.

APPLIED ACCOUNTING POLICIES

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

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

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

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

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

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

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

Accounts for lot CIV Strategic Partnership Agreement - resumé

Organisation name: ADRA Danmark

Accounts for the year: 2018

Amounts in 1,000 DKK

Disposal of commitments (Financial Statement)	Budget	Actual	Deviation in %
Income			
Own financing -lot CIV			
Cash and cash equivalents (min. 5% of PPA (excluding cash and cash equivalents))	1.700	1.599	-5,9%
Co-financing	7.450	7.399	-0,7%
Own financing Total	9.150	8.998	-6,6%
MFA partnership funds			
Unspent commitments starting balance (unused funds transferred from previous years)	0	0	
This year's commitment from the Ministry of Foreign Affairs	21.000	21.000	0,0%
Interests	0	0	
Prior disposal of returned expenses from program/partner (optional)*	0	0	
MFA partnership funds Total	21.000	21.000	0,0%
Income from MFA partnership funds +liquid funds from self-financing	22.700	22.599	-0,4%
Expenses - program- and project support (PPS)			
Program- and Project activities (PPA) (incl. Liquid funds)	19.600	18.986	3,1%
Program- and Projectrelated information (PRI-funds)	375	135	64,1%
Other Activities	789	805	-2,1%
Innovation	500	549	-9,8%
Audit	63	54	13,7%
Administration (max. 7% of funds)	1.373	1.333	2,9%
Expenses Total (funds +liquid funds from self-financing)	22.700	21.862	3,7%
Hereof strategic funds		20.370	
Undisposed commitment end balance	0	630	
Undisposed commitment transferred to next year		630	

Unused funds carried over to next year (max. 10% of grant of the year)	0,0%	3,0%
Equity ratio (min. 20% of PPA)	51,1%	51,8%
Liquide funds (min. 5% of the own funding total)	9,5%	9,2%
PRI-funds (max 2% of PPA funds)	1,9%	0,7%
Administration (max 7% of total grant)	7,0%	7,0%
Priority countries (min 50%)	48,5%	47,5%
Innovation funds (max 10%)	2,6%	2,9%

Deposits from the Ministry of Foreign Affairs (Liquidity)

Primo balance deposits from the Ministry of Foreign Affairs	0
Payments in year from the Ministry of Foreign Affairs	21.000
Interest	0
Other reconciliation (insert title)	
Liquidity in year	21.000

Programme and Project activities (PPA)	17.494
Programme and Project related information (PRI-funds)	135
Other activities	805
Innovation	549
Auditing	54
Administration	1.333
Total payments	20.370

Ultimo balance deposits from the Ministry of Foreign Aff:	630
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Flexible funds primo year (lot HUM)

Receivable from the Ministry of Foreign Affairs

Year	Receivable start of year	Grant for the year	Received from Danida	Receivable end of year	Interest income
2018	-	21.000	21.000	-	-
				-	
Total	-	21.000	21.000	-	-

Lot CIV Program and Project activities (PPA)

Organisation name: ADRA Danmark

Accounts for the year: 2018

Amounts in 1,000 DKK

Region/Country/Project Priority Countries	Thematic programmes													
	Action for Social Change (ASC)		Recilience in Horn of Africa (RiHA)		Sub total		Deviation		Activity specific consultant payment		Activity specific consultancy payment per.		Activity specific consultancy payment per.	
	Budget	Actual	Budget	Actual	Budget	Actual	in DKK	in pct.	per. country - salary	country - Overhead	Country	in pct.	Country	in pct.
Priority Countries	5.500	5.256	4.000	3.757	9.500	9.013	-487	-5%	523	419	942	10%		
Ethiopia RiHA			1.000	1.065	1.000	1.065	65	6%	189	151	339	32%		
Sudan RiHA			2.200	1.892	2.200	1.892	-308	-14%	110	88	197	10%		
Sudan EU match RiHA			800	800	800	800	0	0%	0	0	0	0%		
Uganda ASC	4.300	4.216			4.300	4.216	-84	-2%	179	143	323	8%		
Uganda DI	1.200	1.039			1.200	1.039	-161	-13%	46	37	83	8%		
Non-priority Countries	10.100	9.974	0	0	10.100	9.974	-126	-1%	407	325	732	7%		
Burundi ASC	3.300	3.307			3.300	3.307	7	0%	161	129	290	9%		
Burundi DI	500	453			500	453	-47	-9%	30	24	54	12%		
Malawi ASC	4.300	4.298			4.300	4.298	-2	0%	152	122	274	6%		
Rwanda ASC	2.000	1.916			2.000	1.916	-84	-4%	64	51	114	6%		
Sub total	15.600	15.229	4.000	3.757	19.600	18.986	-614	-3%	930	744	1.674	9%		
Deviation	-	-371		-243		-614								
	-	-2%		-6%		-3%								
Sub total lot CIV only		13.737		3.757		17.494								

Specification of lot CIV Other Activities

Organisation name: ADRA Danmark

Accounts for the year: 2018

Amounts in 1,000 DKK

	Budget	Actual	Deviation in %
Preliminary/pilot/feasibility studies			
Cross-cutting, monitoring and reviews	639	604	-5,5%
External evaluations	150	201	34,3%
Partnership workshop			
Other agreed activities (must be specified)			
Other activities total	789	805	2,1%

Specification of own financing

For Lot CIV og Lot LAB

Amounts in 1,000 DKK

Own financing (min. 5% of PPA (ekskl. liquid funds))	Budget	Actual	Pct.
Danmarksindsamling Uganda DI4511	1.200	1.112	70%
Danmarksindsamling Burundi DI0527	500	487	30%
			0%
			0%
Total	1.700	1.599	100%

Co-financing	Budget	Actual	Pct.
SIDA		2.771	37%
NORAD			0%
EUROPEAID	7.450	4.628	63%
			-
Total	7.450	7.399	100%

Short narrative on own-financing:

Donations from Danmarksindsamling are used as own-financing in the "Action for Social Change" programme.

Donations from SIDA are used in a project from ADRA Sweden 'Social Change and Livelihood' in Uganda

Donations from EU are used in a project from ADRA Denmark 'TMP' in Sudan

Co-financing and other funding sources

Organisation name: ADRA Danmark

Accounts for the year: 2018

Amounts in 1,000 DKK

ACTUAL SPENDING 2018 in DKK								
Crisis/country/programme/ intervention	Partnership engagement HUM	Partnership engagement CIV	Other Danida funding	Organisation's own contribution	Danmarks Indsamling	EU	ECHO	TOTAL
Burundi	0	3.307	242	0	453	0	0	4.002
Percentage	0%	83%	6%	0%	11%	0%	0%	100%
Ethiopia	0	1.065	0	0	0	0	0	1.065
Percentage	0%	100%	0%	0%	0%	0%	0%	100%
Malawi	0	4.298	0	0	0	0	0	4.298
Percentage	0%	100%	0%	0%	0%	0%	0%	100%
Rwanda	0	1.916	0	0	0	0	0	1.916
Percentage	0%	100%	0%	0%	0%	0%	0%	100%
Sudan	0	2.692	0	0	0	1.351	3.363	7.406
Percentage	0%	36%	0%	0%	0%	18%	45%	100%
South Sudan	5.286	0	0	143	0	0	0	5.429
Percentage	97%	0%	0%	3%	0%	0%	0%	100%
Syria	2.900	0	9.994	484	0	0	10.750	24.128
Percentage	12%	0%	41%	2%	0%	0%	45%	100%
Uganda	0	4.216	0	82	1.039	0	0	5.337
Percentage	0%	79%	0%	2%	19%	0%	0%	100%
Yemen	3.586	0	4.045	309	0	0	0	7.940
Percentage	45%	0%	51%	4%	0%	0%	0%	100%
Other countries - flex funds	1.205	0	310		0	0	0	1.515
Percentage	80%	0%	20%	0%	0%	0%	0%	100%

Accounts for lot HUM Strategic Partnership Agreement - resumé

Organisation name: ADRA Danmark

Accounts for the year: 2018

Amounts in 1,000 DKK

Disposal of commitments (Financial Statement)	Budget	Actual	Deviation in %
Income			
Own financing			
Cash and cash equivalents (min. 5% of PPA (excluding cash and cash equivalents))	0	0	
Own contribution to HUM3718 and HUM5008	0	253	
Own financing Total	0	253	0%
MFA partnership funds			
Unspent commitments starting balance (unused funds transferred from previous years)	0	0	
This year's commitment from the Ministry of Foreign Affairs	15.000	15.000	0%
Interests	0	7	
Prior disposal of returned expenses from program/partner (optional)*	0	0	
MFA partnership funds Total	15.000	15.007	0%
Income from MFA partnership funds +liquid funds from self-financing	15.000	15.007	0%
Expenses - program- and project support (PPS)			
Program- and Project activities (PPA) (incl. Liquid funds)	11.800	11.772	0%
Program- and Projectrelated information (PRI-funds lot CIV)	0	0	
Other Activities	481	514	-7%
Flexible funds	1.500	1.205	20%
Innovation	200	224	-12%
Audit	38	39	-4%
Administration (max. 7% of funds)	981	945	4%
Expenses Total (funds+own contribution)	15.000	14.700	2%
Hereof strategic funds		14.447	
Undisposed commitment end balance	15.000	560	
Undisposed commitment transferred to next year		560	
Hereof: <i>Flexible funds</i>		295	
<i>Lot HUM</i>		266	

Unused funds carried over to next year (max. 10% of grant of the year)	0,0%	3,7%
Equity ratio (min. 20% of PPA)	0,0%	2,2%
Liquide funds (min. 5% of the own funding total)	0,0%	0,0%
PRI-funds (max 2% of PPA funds)	0,0%	0,0%
Administration (max 7% of total grant)	7,0%	7,0%
Priority countries (min 50%)	100,0%	100,0%
Innovation funds (max 10%)	1,7%	1,9%

Deposits from the Ministry of Foreign Affairs (Liquidity)

Primo balance deposits from the Ministry of Foreign Affairs	-
Payments in year from the Ministry of Foreign Affairs	15.000
Interest	7
Own contribution to HUM3718 and HUM5008	253
Liquidity in year	15.260
Programme and Project activities (PPA)	11.772
Flexible funds	1.205
Other activities	514
Innovation	224
Auditing	39
Administration	945
Total payments	14.700
Ultimo balance deposits from the Ministry of Foreign Affairs	560
Flexible funds primo year (lot HUM)	-

Receivable from the Ministry of Foreign Affairs

Year	Receivable start of year	Grant for the year	Received from Danida	Receivable end of year	Interest income
2018	-	15.000	15.000	-	7
	-			-	
Total	-	15.000	15.000	-	7

Lot HUM Program and Project activities (PPA)

Organisation name: ADRA Danmark

Accounts for the year: 2018

Amounts in 1,000 DKK

Region/Country/Project	Thematic programmes													
	BRES:		VCD:		ERB:									
	Building resilience in the education sector		Vulnerable Communities live with Dignity		Emergency & Resilience Building project		Sub total		Deviation		Activity specific consultant payment per. country - salary	Activity specific consultancy payment per. country - Overhead	Activity specific consultancy payment per. Country	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	in DKK	in pct.				in pct.
Priority Countries	5.100	5.286	2.950	2.900	3.750	3.586	11.800	11.772	-28	0%	396	317	712	6%
South Sudan	5.100	5.286					5.100	5.286	186	4%	287	230	517	10%
Syria			2.950	2.900			2.950	2.900	-50	-2%	62	50	112	4%
Yemen					3.750	3.586	3.750	3.586	-164	-4%	46	37	83	2%
Sub total	5.100	5.286	2.950	2.900	3.750	3.586	11.800	11.772	-28	0%	396	317	712	6%
Deviation	-	186		-50		-164		-28						
	-	4%		-2%		-4%		0%						

Specification of lot HUM Other Activities

Organisation name: ADRA Danmark

Accounts for the year: 2018

Amounts in 1,000 DKK

	Budget	Actual	Deviation in %
Preliminary/pilot/feasibility studies	0	0	
Cross-cutting, monitoring and reviews	400	506	26,5%
External evaluations	0	0	
Core humanitarian Standards	81	8	-90,2%
Other agreed activities (must be specified)	0	0	
Other activities total	481	514	6,9%

Expenses for CHS (HQA) in 2018 turned out to only include a maintenance self-assessment, which is why the expense was considerably less than first anticipated.

Accounts for Frame and HPA funds from 2017 spent in 2018 - resumé

Organisation name: ADRA Danmark

Accounts for the year: 2018

Amounts in 1,000 DKK	Frame funds		HPA funds	
Disposal of commitments (Financial Statement)	Budget	Actual	Budget	Actual
Income				
Own financiering -lot LAB og lot CIV				
Cash and cash equivalents (min. 5% of PPA (excluding cash and cash equivalents))	0	0	0	0
Co-financing	0	0	0	0
Own financing Total	0	0	0	0
MFA partnership funds				
Unspent commitments starting balance (unused funds transferred from previous years)	259	259	627	627
This year's commitment from the Ministry of Foreign Affairs	0	0	0	0
Interests	0	0	0	0
Prior disposal of returned expenses from program/partner (optional)*	0	0	0	0
MFA partnership funds Total	259	259	627	627
Income from MFA partnership funds +liquid funds from self-financing	259	259	627	627
Expenses - program- and project support (PPS)				
Program- and Project activities (PPA) (incl. Liquid funds)	242	242	273	261
Flex funds	0	0	310	310
Program- and Projectrelated information (PRI-funds)	0	0	0	0
Other Activities	0	0	0	0
Innovation	0	0	0	0
Audit	0	0	13	13
Administration (max. 7% of funds)	17	17	31	31
Expenses Total (funds +liquid funds from self-financing)	259	259	627	615
Hereof strategic funds		259		615
Undisposed commitment end balance	0	0	627	12
Undisposed commitment returned to Danida		0		12
Unused funds carried over to next year (max. 10% of grant of the year)				
Equity ratio (min. 20% of PPA)	0,0%	0,0%	0,0%	0,0%
Liquide funds (min. 5% of the own funding total)	0,0%	0,0%	0,0%	0,0%
PRI-funds (max 2% of PPA funds)	0,0%	0,0%	0,0%	0,0%
Administration (max 7% of total grant)	7,0%	7,0%	5,3%	5,3%
Priority countries (min 50%)				
Innovation funds (max 10%)	0,0%	0,0%	0,0%	0,0%

Amounts in DKK

Deposits from the Ministry of Foreign Affairs (Liquidity)	Frame funds	HPA funds
Primo balance deposits from the Ministry of Foreign Affairs	259.203	626.625
Payments in year from the Ministry of Foreign Affairs	0	0
Interest	0	0
Other reconciliation (insert title)	0	0
Liquidity in year	259.203	626.625
Programme and Project activities (PPA)		
Programme and Project related information (PRI-funds)		
Other activities		
Auditing		
Administration		
Total payments	0	0
Ultimo balance deposits from the Ministry of Foreign Affairs	259.203	626.625
Hereof Flexible funds primo year (HPA)		310.000

Frame funds - Receivable from the Ministry of Foreign Affairs

Year	Receivable start of year	Grant for the year	Received from Danida	Receivable end of year	Interest income
2017	0	22.100.000	22.100.000	0	8.000
2018	0	0	0	0	0
Total	0	22.100.000	22.100.000	0	8.000

HPA funds - Receivable from the Ministry of Foreign Affairs

Year	Receivable start of year	Grant for the year	Received from Danida	Receivable end of year	Interest income
2017	0	17.500.000	17.500.000	0	0
2018	0	0	0	0	0
Total	0	17.500.000	17.500.000	0	0

Final Accounts - Program and Project activities (PPA)

Organisation name: ADRA Danmark

Accounts for the year: 2018

Amount in 1.000 DKK

Region/Country/Project	HPA		Frame		Flexfunds		Total		Deviation	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	in DKK	in pct.
Priority Countries	273	261	0	0	0	0	273	261	-12	-4%
Syria - HPA	273	260					273	260	-13	-5%
Sudan - HPA	0	1					0	1	1	
Regional	0	0								
Non-priority Countries	0	0	242	242	310	310	552	552	0	
Burundi - FRAME			242	242			242	242	0	0%
Bangladesh - HPA FLEX FUNDS					310	310	310	310	0	0%
Regional										
Sub total	273	261	242	242	310	310	825	814	-11	-1%
Deviation		-12		0		0		-11		
		-4%		0%		0%		-1%		