



ADRA Denmark's SPA Performance Report 2019



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Acronyms

AAL	ADRA Accreditation and Licencing	IRCC	Improving Resilience and Coping Capacities in Syrian Communities project (Syria)
ABC	L’Action Burundaise de Compassion	IGA	Income Generating Activity
ADRA	Adventist Development and Relief Agency	KDF	Karamoja Development Forum
ALL	Agribusiness Learning Lab	KIDEP	Karamoja Integrated Development Programme
ASC	Action for Social Change	LC	Local Council
ASPIRE	Assistance for the Syrian People in Response to Emergencies project (Syria)	MoU	Memorandum of Understanding
BIF	Burundian Francs	NFI	Non-Food Item
CAP	Community Action Planning	NGO	Non-Governmental Organisation
CBG	Community Based Group	Norad	Norwegian Agency for Development Cooperation
CBO	Community Based Organisation	PEA	Ministry of Education Primary Education Adviser (PEA), Malawi
CBWASAP	Community Based Water and Sanitation Project (Sudan)	PTA	Parent Teacher Association
CfW	Cash for Work	REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
CHS	Core Humanitarian Standard on Quality and Accountability	RiHA	Resilience in Horn of Africa
CLG	Community Leader Groups	RIPAT	Rural Initiatives for Participatory Agricultural Transformation
CO	Country Office	SAHEWA	Sustainable Access to Health, Education and Water for All (Sudan)
CSO	Civil Society Organisation	SCEED	Supporting Community Engagement and Empowerment in Darfur (Sudan)
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations	SDG	Sustainable Development Goals
DKK	Danish Kroner	SEA	Sexual Exploitation and Abuse
ERB	Emergency and Resilience Building project (Yemen)	SMC	School Management Committee
FAO	Food and Agricultural Organisation of the United Nations	SPA	Strategic Partnership Agreement
FFS	Farmer Field Schools	TMP	Tamkeen Muzarein Project (Sudan)
FMS	Farmer Market School	ToC	Theory of Change
FPA	Framework Partnership Agreement	USD	United States Dollar
GBV	Gender-based Violence	VCD	Vulnerable Communities Live in Dignity (Syria)
Ha	Hectares	VSLA	Village Savings and Loan Association
HQAI	Humanitarian Quality Assurance Initiative	WASH	Water, Sanitation and Hygiene
HRBA	Human Rights-Based Approach		
IDP	Internally Displaced People		



Organisational and Strategic Developments



ADRA

Organisational and Strategic Developments during 2019

2019 was a busy year for ADRA Denmark – the best year ever in terms of portfolio (with a project revenue of over 100 million DKK), a number of new staff to meet our changing needs but also a year full of reviews and audits, as well as the regretful ending of our partnership with ADRA Burundi.

New Global Strategy 2020-2024

Throughout 2019, we undertook an exciting process of developing a new Global Strategy for the organisation. It was a rare opportunity to discuss the future of the organisation as a team and dream about the impact that we could create through our work – to really think big about the future. We formulated a new five-year frame for the organisation, identifying the key focus areas for the future – with an overall objective to **relieve human suffering, build resilience and to support the capacities of people living in conflict or poverty to be active agents in their own development**. Within this framework, we will work within four target areas, namely:

- Relieve human suffering during times of crisis and conflict
- Promote equal rights and opportunities for women and girls
- Improve the livelihoods of the poor and those affected by crisis
- Strengthen civil society to promote participatory and sustainable change

The strategy was approved by ADRA Denmark's Board of Directors in early 2020. It is expected that in the coming years, our programmes will become more aligned with this strategy, and there will be a strengthened sense of coherence between projects, programmes, and geographic regions.

Growth in portfolio

2020 was a great year in terms of growth and new projects. A number of new projects were approved during the end of 2018, whereby our humanitarian portfolio grew, with new projects in Syria and Yemen in 2019 alone accounting for almost half of all project revenue. It was a record year for ADRA Denmark, with project revenue reaching over 100 million DKK for the first time ever.

Compliance with standards

Throughout 2019, ADRA Denmark underwent a significant number of audits and reviews of our projects and programmes. Despite learning being at the core of these processes, they required a significant amount of resources from ADRA to comply with the demands placed on us. We did, however, ensure that we benefitted from these processes, learning as much as possible along the way and using some of these processes to kick-start a number of other compliance initiatives, particularly in response to the Core Humanitarian Standards (CHS).

ADRA Licensing and Accreditation (AAL): ADRA Denmark underwent the AAL process in May 2019. This process assessed the organisation against various standards necessary to receive/maintain the ADRA License and to gain accreditation. This self-assessment process also put significant emphasis on the CHS. ADRA Denmark received a very positive response to this assessment and retained its license and gained accreditation. Further, this assessment was undertaken (or is still ongoing) by all of our implementing partners, and it is expected that the results of these assessments will allow the ADRA network to develop a more structured capacity building process for the whole network.

Core Humanitarian Standard: In the last number of years ADRA Denmark focused on improving the professionalism of the organisation, with accountability being a core area of focus. An audit of the organisation against the CHS in 2017 set into motion a significant number of initiatives. These included the development and revision of a number of policies and procedures, including a Complaints Handling Procedure, an Open Information Policy, a Policy on Protection of Personal Data (*Persondatapolitik*), and an Evaluation Policy. ADRA Denmark also promoted protection mechanisms by strengthening the adoption of the ADRA International



Protection Policy, including Gender-Based Violence, Sexual Exploitation and Abuse, and Protection of the Child amongst partners. Staff were actively involved in the development of these policies and procedures and there has been regular communication about their impact on the way in which we work, mainstreaming many of these approaches and requirements. We also intensified follow-up and support to our partners within these areas.

A mid-term audit in September 2019, conducted by the Humanitarian Quality Assurance Initiative (HQAI), documented the significant progress we have made within this area, and indicated that we are well on our way to certification in 2021.

DG ECHO Audit: In the first few months of 2019, ADRA Denmark was audited by DG ECHO, with a particular focus on the ECHO projects being implemented with ADRA Sudan. The audit found no irregularities.

EuropeAid Audit: In the last half of 2019, ADRA Denmark was also audited by EuropeAid, again with a focus on projects implemented in partnership with ADRA Sudan. This process was also followed by a positive response.

ECHO Framework Partnership Agreement: As our current Framework Partnership Agreement (FPA) with ECHO expires at the end of 2020, ADRA also began work on applying for a new FPA, starting 2021. ADRA expects a new agreement to be signed by the end of 2020.

Development of a Private Sector Strategy 2019-2022

A Private Sector Strategy was adopted in 2019, with an overall goal to contribute to economic growth and livelihood improvements among rural people in ADRA Denmark's programme countries. At the same time, the aim is to generate an added value for the companies we partner with.

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 2018, ADRA Denmark restructured ADRA Business, with the intention of looking for new avenues for private sector cooperation and to strengthen the integration of business in programme work within ADRA. While the focus remains 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.

Through the engagement of the private sector and creation of transformative partnerships both in the Global North and the Global South, ADRA Denmark seeks to:

- Contribute to fulfilling the SDGs, especially SDG 1 on alleviating poverty, SDG 2 on ending hunger and promoting sustainable agriculture, SDG 8 on promoting growth and creating employment and SDG 17 on establishing partnerships.
- Improve income and livelihood opportunities for rural people - particularly youth and women.
- Contribute to more sustainable agricultural value chains and value adding as well as locally owned solutions to development challenges.
- Link development and rural business.
- Catalyse the development of innovative solutions that can leverage both our development and humanitarian work.
- Provide new and more diversified funding sources through partnerships.

Strengthened capacity

Throughout 2018 and 2019, ADRA Denmark employed a number of new staff. In response to our growing humanitarian portfolio, the number of staff with humanitarian experience was increased, as was our capacity to ensure accountability with the recruitment of a MEAL Advisor. Further, our Communications Department gained a new Fundraiser, strengthening the link and communication with our members, as well as actively engaging new members and contributors, and an Events Coordinator was employed to strengthen ADRA's activities in



Denmark, coordinating with the HappyHand second-hand shops run by the Adventist church in Denmark, as well as improving coordination with other actors from the Adventist constituency.

New website

In 2019, ADRA Denmark launched a new website. The new site gives us a better opportunity to share what we call 'life stories' – case stories about the change our projects and programmes have prompted in peoples' lives. The website builds on our core narrative, and through it we want to tell a story about hope and change and show how all people should live a life in dignity as valued individuals. The old website was outdated and difficult to update for how we wanted to communicate, so after a thorough redesign process we have finally been able to launch our new site.



Phase out of activities in Burundi

During 2019, ADRA Denmark decided not to continue supporting activities in Burundi from 2020. This decision was a result of substantial considerations regarding the risks associated with an unsolved conflict about who is the rightful president of the Burundian Adventist church, which has negatively affected ADRA Burundi. The President of the Adventist church is ex officio board chairperson of ADRA Burundi. All board decisions require the chairperson's endorsement, whereby they have the final control of the employment of staff and are signatory to the project and administration accounts.

Many attempts were made during 2019, by both the Adventist Church at local, regional and global level, to solve the conflict but failed. Project activities were affected by the uncertainty, and a number of key staff left the organisation. In August 2019, the board of the international ADRA network expelled the ADRA Burundi organisation from the ADRA network, resulting in it no longer being able to use or operate under the logo and name of ADRA. The ADRA Burundi board together with the acting leadership of the Burundi SDA church decided

to rename the organisation and continue implementing current projects under a new name *L'Action Burundaise de Compassion* (ABC).

ADRA Denmark decided that due to the following reasons we would not continue to support activities in Burundi in 2020:

- It is important for ADRA Denmark that the organisations we support also have the support from their constituency. The Burundian Adventist church forms the constituency of ADRA Burundi. As the church experienced significant division, there was a risk that the part of the church that does not support the acting president would purposefully create problems for the new organisation and the implementation of project activities.
- Although ADRA Burundi now operates under a new name, the board chairman remained. He had shown that he does not accept nor respect the operating principles of the Adventist church that he had agreed to when he was elected as president. This disrespect for operating principles created a risk when it comes to following guiding principles and managing the new organisation.
- Financial capacity: The only projects that the organisation was implementing were those supported by ADRA Denmark, ADRA Germany and a small project supported by a private foundation. Consequently, ADRA Denmark would be financially responsible for a large percentage of the administrative costs of the organisation. This would be very demanding and present a risk to the financial viability of the organisation.
- While the government was highly supportive of the continuation of project implementation and even looked positively at a number of different options, including ADRA Denmark opening its own office, the government also took a side in the conflict for political reasons. The interference of the Burundian government in the governance of the church and ADRA is a clear human rights violation, which reflects the shrinking civic space in the country and constitutes a major challenge to all civil society organisations working in Burundi.

For ADRA Denmark, it is a great advantage and an important risk management strategy to operate through local ADRA organisations. Both ADRA Denmark and the local ADRA organisation benefit from the support and backup provided by the network. The network and the Adventist church system provides backup with specific support in cases of, for example, sexual exploitation and abuse and corruption. Without that backup, we are vulnerable. As ADRA Denmark is accountable to both private and institutional donors for the protection and use of funds, it is vital for us that we can ensure the delivery of these programmes in the most secure way. In Burundi, where the organisation did not have a clear mandate or leadership, where the local church was divided, and the government seemed to be intervening, ADRA Denmark concluded that the risks were too high to continue.

ADRA Denmark, in collaboration with the organisation ABC, developed exit plans that endeavoured to consolidate the already achieved results in the most effective way. In agreement with Danida a small budget was allocated for the first months of 2020 to finalise the closure of the programme.

If normality is restored in the coming year(s), we will reconsider a renewed partnership with ADRA Burundi.

Challenges in the partnership with ADRA Malawi

ADRA Denmark has decided not to continue supporting activities in Malawi after June 2020. This has been a very challenging process and an extremely difficult decision, but due to various disagreements between ADRA Malawi and its supporting offices (ADRA Australia, Denmark and Sweden), in late 2019 and early 2020, we collectively decided to cease our cooperation with that office.

Unfortunately, ADRA Malawi's Board of Directors has not acted satisfactorily on a number of observations and recommendations from an external review of the organisation conducted in late 2019. The lack of response from the organisation is a sign that it will not live up to what is expected and required of an ADRA organisation.

Great results have been achieved over the 30 years we have partnered with ADRA Malawi and we had hoped, of course, that the matter could be resolved amicably with support from ADRA Africa and that the good work could



continue. However, this has not been the case and the Action for Social Change programme in Malawi, which has been ongoing for 10 years will be coming to a close in the coming months.

Review of ADRA Denmark

Throughout the second half of 2019, Danida commissioned an organisational review of ADRA Denmark, producing a number of recommendations for how we could continue to grow and improve as an organisation. The review team conducted a desk study of the organisation, interviewing employees, and conducting a field study of our development programme in Malawi but did not conduct a field study of any humanitarian activities.

Although generally in agreement with the recommendations, ADRA Denmark was not so impressed with the review process. Parts of the report appeared biased, and after the review we had a lengthy dialogue with the five-member, all-male team to address some rather fundamental misunderstandings e.g. regarding the ADRA network structure. This was subsequently discussed with Danida.

The most important recommendations regarding organisational and strategic development related to our partnerships, which we recognise are sometimes fragile. E.g. it was recommended that we *develop a strategy for how to deal with country offices (CO) that are not delivering satisfactorily and consider the overall effectiveness between continuing capacity strengthening of existing COs relative to shifting resources and efforts to other countries or non-ADRA CSOs* (Recommendation 8). This recommendation has obviously not become less relevant after the crises in ADRA Burundi and ADRA Malawi. We see a great value and strength in working with local organisations, so trying to address issues in partnership will almost always be our first priority. When implementation has not proceeded as planned, we have reallocated funds from one partner country to another. At the same time, we have started to broaden the scope of partnerships to ensure that we always work with the most relevant organisations, which can add value to the interventions.

Along the same lines, the review team recommended that ADRA *should pursue joint programming with other ADRA (donor) partners. New programming should support ADRA COs opportunities to operate and implement a One-Country - One Strategy - One Programme-based approach including opportunities to pursue a One-Programme Reporting framework* (Recommendation 1). This is what we are constantly pushing for in the ADRA network, and we are beginning to see some small steps in that direction – sometimes also on the initiative of the regional ADRA offices. Ideally, this should be led by our implementing partners, as we believe that ownership and localisation are paramount, and we therefore have an ongoing dialogue with our partners on this. It will, however, take time before we get there as a network.

On the internal organisational side, it was recommended that *the ADRA DK Board should consider strengthening its capacities to manage contextual risks, as well as capacities in financial oversight and risk management within the global humanitarian agenda. Further, in conjunction with the new Strategy 2020-2024, the Board should engage in the discussions on the future required capacities of Secretariat* (Recommendation 2). Our Board is working systematically to carry out regular risk assessments and to strengthen their capacity with regards to risk management. The Board is also (and has always been) kept informed about the staffing situation at the secretariat. However, we do not see it as the mandate of the Board to be involved in the day-to-day operations of the secretariat. Another recommendation also insinuates – without any justification in the findings – that ADRA's staff is not adequate: *ADRA DK should conduct a staffing needs assessment (skills and knowledge) and staff development plan in conjunction with the thematic, operational and organisational priorities of the upcoming strategy 2020-2024. Further, ADRA DK should ensure that the mix of ADRA DK staff matches the quality requirements needed to deliver on the programme portfolio and job descriptions should be updated accordingly* (Recommendation 3). Ensuring a consistency between our programmes and our capacity is part of our day-to-day management and needless to mention unless a mismatch had been found.

The full list of the recommendations presented by the review team as well as ADRA Denmark's Management response can be found in Annex One.



ADRA Denmark's Strategic Priorities

In order to achieve our overall objective, *to relieve human suffering, build resilience and to support the capacities of people living in conflict or poverty to be active agents in their own development*, we must be a well-known, competent, professional and innovative organisation. We endeavour to use our network and church constituency to advocate on behalf of the oppressed and vulnerable, bringing hope and relief, and in solidarity with them, work 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	By year end 2019:	529 members 978 contributors
	Increased # of annually published articles and other contributions in the media		Six articles		19 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		No significant change in 2019
	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		Formal cooperation with DanChurch Aid and Danish Mission Council in developing <i>Verdensmålsbogen</i>
	EU funds represent on average at least 25% of office turnover		17.9%		29%
	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		Strengthened coordination and cooperation within European offices under guidance from ADRA Europe

As 2018 was the first year of our SPA with Danida, 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 programme interventions: the Action for Social Change programme (ASC), partnering with local ADRA organisations in Burundi, Malawi, and Uganda and the Resilience in the Horn of Africa programme (RiHA) with local ADRA organisations in 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 2019.



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 right to sustainable development. In 2019, ADRA empowered 654 community-based groups (CBGs) in Burundi, Malawi and Uganda, including farmer's associations, Parent Teacher Associations (PTAs), health clubs, school clubs, youth networks, etc. However, the programme faced a number of setbacks in 2019, largely due to challenges within our partner organisations. As mentioned earlier, ADRA Denmark's partnership in Burundi came to an end in 2019, and our partnership with ADRA Malawi also faced significant challenges, finally resulting in the partnership ending in early 2020, with activities phasing out by the end of June 2020. This significantly affects the reach of the programme and consequently it will not be possible to meet the expected programme results in 2020 and 2021.

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 and improves people's resilience.

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 to claim their rights is a core priority of all ASC programmes. How, and the extent to which each ASC country programme works to with enhance the capacity of local and national duty-bearers, increase market access and promote policy development and implementation, depends on the respective country context.

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

	2018 Target	2018 Result	2019 Target	2019 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	N/A	76,586	N/A	147,024
Change Area A: Communities articulate concerns and claim their rights				
# of CBGs actively involved in advocacy initiatives	93	59	98	100
Change Area B: Community members utilise knowledge, skills and structures to pursue livelihood opportunities				
% of household expenditure used for food	N/A	42%	38%	52%
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	66	54



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	263	263	60	2,746
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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	3	4
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Improved access to public services

Throughout 2019, almost 150,000 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 654 CBGs in advocacy and in facilitating platforms for communication, including television and radio. During the year, 100 CBGs were actively involved in advocacy initiatives, and 59 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 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 287 VSLAs are women. 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. This socio-economic empowerment process is bearing fruit, as evidenced by 539 of the 654 CBGs with women in leadership positions in 2019.

Increased economic empowerment and improved self-confidence coupled with a greater understanding of rights and gender equality, has resulted in scores of CBGs in Karamoja, Uganda demonstrating that women are taking ownership of positions of power and influence. More than half, 54%, of all leadership positions are held by women. Nearly all treasurers, 98%, are women. People have even replaced the Karamojong word for "chairman" with



"chairperson" for this reason. This remarkable progress is only hampered by the fact that so few women are literate, and thereby only 25% of the CBG secretaries are women (60% of women are unable to read or write).

In Malawi, social norms continue to hinder women from even considering positions of leadership or actively participating in public discussion. In spite of this, 52% of the 166 CBGs in Malawi have women in leadership positions. However, the women who have taken positions of leadership are still silenced by these negative social



norms. For example, if a woman is the chairperson of a CBG, and her father-in-law is present at a meeting or discussion, the woman will not actively lead the discussion due to cultural beliefs preventing her from speaking in the presence of the father in-law. ADRA has facilitated discussions of the prevailing perceptions about the status, responsibilities, rights, and capabilities of women in order to create a space to reflect and discuss these norms among community members and about how they affect their livelihoods and relationships.

In Burundi, women have spoken of how they are now feeling more capable of discussing family and social issues with their husbands. The gained economic empowerment from the VSLAs coupled with the leadership roles and participation from within the CBGs has given them the confidence to discuss issues at home. In 2019, 100% of CBGs in Burundi had women in positions of leadership.

Religious leaders as change leaders

Throughout the SPA period, ADRA has strategically increased our engagement with religious leaders to address the social and cultural norms negatively affecting social development, both within the local context and with the national Adventist church in Malawi and Uganda.

In Burundi, ADRA worked with religious leaders whose authorities and ‘voice’ play a significant role in reinforcing or challenging social norms among community members. ADRA supported this process through dialogue and training with the purpose of mobilising opinion makers to support change and work towards the equal participation of both men, women and youth. Religious leaders have subsequently organised meetings and talks with their congregations about adopting new practices leading to behavioural change, including topics such as child rights, hygiene and nutrition.

In Uganda, religious leaders play a key role in addressing issues of negative social norms. In Kotido, for example, the engagement with the Kotido Muslim District resulted in establishing 30 community-based gender activists in two sub-counties who were equipped with knowledge on psychosocial counselling and the reporting pathways for victims and survivors of violence against women and girls. The Abim Inter-religious Advocacy Group reactivated 15 Child Protection Committees, established to track and report child rights violations to the probation officer who links directly to the Child and Family Protection Unit of the Police for legal action, including mobilisation and sensitisation of the community on children’s rights. The Child Protection Committees were reactivated due to rampant cases of defilement, early marriages and child labour in the area.

Although this process is still developing, 2019 marked an important step in formalising ADRA’s engagement with the Adventist Church in Malawi and Uganda, with planning meetings to discuss our shared responsibility for combating social injustice and promoting equality. ADRA Malawi worked with representatives of the Adventist church to develop strategies and plans for how the church as an institution, and together with its members, can become strong actors that take up the Christian mandate to promote human rights. A list of topics were agreed upon and a taskforce was appointed to plan relevant initiatives that would forward this new agenda.

Unfortunately, the process was hampered by the organisational challenges in ADRA and the Adventist Church in Malawi (also impacting ADRA Denmark’s relationship with Malawi, as described earlier).

Burundi

The ASC programme in Cibitoke Province, in partnership with ADRA Burundi, began in 2013 and during 2019 engaged 390 CBGs, including food security, health and youth CBGs. ADRA built their resilience through facilitating 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 continued to be a primary feature of the programme, addressing both nutrition and market literacy.

As a result of a learning review undertaken in 2017 combined with the food crisis in the project area, some of the CBGs involved in the ASC programme were included in the Rural Initiative for Participatory Agricultural Transformation (RIPAT) approach, which is holistic agriculture initiative introducing effective farming techniques



and crops suitable for the context. RIPAT shares a strong focus on group empowerment, savings and advocacy and therefore complements well the change areas of the ASC programme.

However, due to challenges with our partnership with ADRA Burundi, the ASC programme was phased out by the end of the year (as previously explained).

A final evaluation of the programme was conducted in December 2019, and the findings were largely positive, concluding that the programme “contributed to restoring the productive bases, incomes of targeted households have increased and their food insecurity has decreased significantly, and community health variables have also been addressed... From the beneficiaries' point of view, the project has therefore had a significant impact.”¹ ADRA contributed to improving the living conditions of those engaged with the programme and significantly reduced poverty levels. The programme had a significant impact on attitudes, the institutional and organisational capacity of the CBGs and the well-being of the population. The review team found that the changes were experienced at the individual, family, community, and even communal level. However, the evaluation team also noted that the hasty closure of the programme had the potential to derail some of these achievements.²

Context Updates

The security situation in Burundi remained relatively stable throughout the year, including in Cibitoke Province where the ASC programme was implemented. However, inflation negatively affected the livelihoods of many across the country, affecting both local and imported commodities and gasoline. Consequently, farmers were unable to buy the necessary quantities of agricultural inputs, such as fertilisers or seeds and therefore the outputs from farming activities were lower than expected.

The institutional issues arising from the conflict in the Adventist Church in Burundi affected the activities of the ASC programme in 2019. Field activities were interrupted for two months, while the conflict was at its height. Nevertheless, CBGs and stakeholders continued working on implementing advocacy plans and instigating dialogue to address rights-based issues.

The effects of climate change continued to be felt in Burundi in 2019. Torrential rains and landslides caused the death of 26 people with many more injured and affected by displacement and loss of livelihoods in the north-western part of Cibitoke Province. Much of the surrounding area experienced higher than normal rain, and the income and savings of many households and community groups were negatively affected.

Major Achievements during 2019

Change Area A: Communities articulate concerns and claim their rights

The theory of change is that if people know their rights, if they are organised, if issues of concern to people living in poverty are raised publicly, then relevant decision makers will be more motivated to address these issues and find solutions to the needs and concerns raised.

ADRA continued to facilitate community structures and groups so that they were transparent and responsive to the needs, rights and concerns of their members and the wider community. CBGs and networks provided a space for individual members to ‘grow’ as individuals, develop their skills and knowledge and cooperate and practice democracy at a small scale. Those CBGs represented platforms through which community members reflected and addressed problems jointly and voiced their needs, interests and concerns in encounters with external stakeholders and decision makers. Throughout the year, CBGs organised community awareness raising and advocacy campaigns, including through the organisation of community dialogues addressing the challenges faced

¹ Ndayikengurukiye, Salomon, *Final Evaluation of Action for Social Change Program and RIPAT Project*, December 2019, p.7

² Ibid, p.21



The CBGs, ADPA and Ingo Dukore, from Buganda commune organised a visit to the Commune Water Authority to discuss the condition of five taps in the sub-hill of Mugarore II, Muhunzu and Bihahe in rural Gasenyi, where there had not been access to clean water for three years. The CBGs also organised a community dialogue to publicly raise the issue. Subsequently, the Commune Water Authority and the Technical Adviser of Buganda Commune agreed to work with the community to solve their lack of access to water. As a result of these efforts, 4,944 people now have access to safe drinking water.

by the community. Advocacy campaigns were conducted by 39 CBGs, in which nine advocacy issues were raised, including issues of access to clean water in Mugina and Murwi communes, calling for improved school infrastructure in Mabayi commune and the construction of a bridge to link Gahabura and Ngoma hills of Bukinanyana and Murwi communes. Of the nine advocacy issues raised, four were already addressed by local duty-bearers by the end of the year, while the other five were still being advocated for. Alongside community dialogues, radio is an optimal channel for voicing community concerns to a population with oral

traditions and considerable rates of illiteracy. In 2019, three issues were raised through radio broadcasts, addressing the construction and use of latrines to improve household hygiene, the appropriate use of organo-mineral fertilisers, as well as promoting climate-smart crops. The broadcasts included the voices and experiences of community members, sharing their story, who were then also involved in responding to the questions from the public who called-in or sent messages. The members of the CBGs engaged in the ASC programme almost always tune into the radio programmes (over 2,500 listeners) with approximately 3,000 additional listeners per broadcast. As a direct result of the radio broadcasts, 720 latrines were constructed, and the use of fertilisers increased.

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

The theory of change is that if people get the knowledge and skills to utilise livelihood opportunities, then they will become more resilient and better able to act as change agents for themselves, their families and their community.

Technical capacity building has proven successful for ADRA in improving the livelihood skills of community members. Activities focused on food security worked hand-in-hand with activities focusing on the improvement of the health of the population. CBG members were also trained on nutrition, family planning and hygiene. In 2019, ADRA Burundi continued to support 210 food security CBGs, 21 youth CBGs and 169 VSLAs to utilise their knowledge and skills to pursue livelihood opportunities. It is also expected that after the closure of the programme, at least 80% of the VSLAs will continue with their activities.

Throughout the year, ADRA further developed the RIPAT approach in Burundi. 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 of the ASC programme began in November 2018 with co-funding from a private donor.

As a result of the RIPAT initiatives, 2,886 out of 5,115 food security CBG members (up from 2,329 in 2018) applied at least three of the following modern farming techniques, sowing in rows and fertiliser use, composting instead of burning grass, crop rotation techniques, planting of agro-forestry trees, and plotting contour lines as erosion control structures on their own farmland. Additionally, CBGs positively influenced 1,914 neighbouring households to adopt those techniques on their own farms. Farmers also learned to measure production costs to see if they



have gained a profit or loss based on their production activities, and 71 CBGs were able to facilitate its members in calculating 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 from their agricultural activities. ADRA actively supported these CBGs to adopt the habit of calculating and documenting their agricultural input expenditures and therefore become more capable of understanding what it takes to make a profit from their goods.

One of the effects of these improvements to livelihood and agricultural production is that the percentage of household expenditure used for food is gradually decreasing as expenses on investments are tending to go up. Household expenditure on food continued to decrease in 2019, falling to 31% from 45% in 2018. This has been a continual trend since the introduction of the ASC programme to Cibitoke, where household expenditure used for food was 74% in 2013, at the inception of the ASC programme.

Cooking demonstrations were found to be an effective way of community sensitisation and education that led to the reduction of malnutrition rate. During the year, 70 CBGs organised cooking demonstrations to promote techniques for ensuring a balanced diet. Based on data collected from the provincial health department in Cibitoke, the number of malnutrition cases was 948 at the end of 2018 while that of end of 2019, the number was 786. It is however, too early to attribute this fall in cases to the impact of the ASC programme, rather than a good harvest and a period of abundance.

Additionally, the VSLAs were effective agencies for empowerment among community members, and women in particular. In 2019, ADRA mentored 169 VSLAs, and an additional 100 VSLAs began as offshoots, because of the evident advantages of being involved in a VSLA. The VSLAs enabled members to develop a culture of savings and improve coping mechanisms during difficult times, and enabled members to make the right decision for their businesses, or even to start their own. For example, members of the Vyizigiro Cooperative were contributing 2,000 Burundian Francs (BIF) per week, per member to their VSLA, and decided to pool their savings (250,000 BIF) and invest in farming activities as a group. Their profits quickly reached 700,000 BIF, when they then decided to invest in soap making facilities and eventually earned enough to open a small soap manufacturing house. Recently, they tripled their capital, with more than 2,000,000 BIF in their bank account, and they plan to invest in producing perfumed soap in the near future.



ADRA also utilised the Regenerated Freirean Literacy through Empowering Community Techniques (REFLECT) approach to adult literacy to enable CBG members to reflect on and analyse their own situation and devise relevant solutions themselves. Literacy is a tool for empowerment, for exchanging skills and knowledge, and the REFLECT approach improves literacy through learning about environmental realities.

Through a process of communication and dialogue, self-reflection and analysis of their own situation, while learning to read and write about these topics, community members began to take responsibility for improving their situation in areas such as health, food security, finances, and livelihood opportunities. The empowerment of women through literacy has meant that women have become more actively engaged in decision making at CBG and household level, and enabled women to advocate for issues relevant to them. In 2019, 79%, or 696 of the

881, REFLECT learners were women. One significant impact of the ASC programme has been the alleviation of women's marginalisation within society, as improved literacy has given women a greater level of social, economic and political status.

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

The theory of change is that if duty-bearers understand human rights and are aware of their own responsibilities as duty-bearers, if relations based on trust, dialogue and mutual understanding are created between the groups, ASC staff members and formal and informal decision makers, then local community groups and the ASC programme will influence key decisions in benefit of people living in poverty.

Efforts to build the capacity of local leaders and extension officers on their roles and responsibilities have proven to be crucial elements for the successful implementation of the ASC programme in Burundi. The open engagement and dialogue with local duty-bearers has ensured an active engagement and understanding of ASC activities. In a situation of severe poverty and limited civic space, the dialogue and relation building with duty-bearers is key to fulfilling the rights of citizens. ADRA built their capacities and motivate them to engage in dialogue with rights-holders and share with communities, which resources are available. Consequently, 102 authorities shared their action plans with the community, which is an important prerequisite for the successful implementation of development activities, also illustrating the value that the duty-bearers place on the contribution from the communities. This is, for example, particularly important when addressing the health and hygiene challenges faced by community members.

During the year, 134 local authorities responded positively to community invitations to help address community problems, including communal leaders, zone leaders, hill leaders, executives from the Communal Water Department, the communal agronomists, the hill agricultural extension officers, religious leaders and health staff. They helped solve or clarify issues such as contributions to ambulance fees, resolving conflicts, participating in cooking demonstrations, digging latrines, and providing the population with health insurance cards. The positive response and engagement from these duty-bearers contributed to building trust within the community.

Nevertheless, the participation rate of duty bearers is still low. Many of the duty bearers prioritised national political issues over community issues. As such, ADRA continued to strengthen their understanding of their role and responsibility. Simultaneously, ADRA has reiterated among the CBGs that they must take the lead in bringing changes in their communities and making the duty-bearers aware of their claims.

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

The theory of change is that if community members understand the market dynamics and are able to respond to the demands and opportunities in the market, then they will be able to sell their products in demand.

In 2019, ADRA began supporting CBGs to identify and explore relevant value chains and to become strong market actors, encouraging farmer groups and cooperatives to change from subsistence production to commercial farming. It was intended that the ASC programme in Burundi would integrate ADRA Denmark's Farmer Market School (FMS) approach, training smallholder farmers to identify and explore relevant value chains and organise to become strong market actors. Unfortunately, key staff were not trained in April as planned on the FMS approach, due to the crisis within the Adventist church and the limitations in the programme activities at the time.

Nevertheless, with support from ADRA, Vyizigiro Cooperative, as named above, conducted a market assessment and searched for customers for their soap in boarding schools and other collective associations. As a result, the



cooperative is now the permanent supplier of soap to SOS school's all-over the country. Further, ADRA actively advocated for duty-bearers to link smallholder farmers with the relevant institutions providing improved seeds, fertilisers and agricultural inputs.

Major Challenges and Deviations during 2019

As previously mentioned, the conflict within the Burundian Adventist Church affected programme implementation from April. Funds transfers were stopped as a safeguarding measure, resulting in a pause in the implementation of activities, and also affecting the expected outcome of the implemented activities. Upon the decision to stop the programme and all engagement with ADRA Burundi by the end of 2019, an exit plan was developed to ensure that capacity building efforts were sustainable in the remaining few months of the year. Staff also lost motivation during this process, and a number of key staff, including the Programme Director and Monitoring and Evaluation Officer left for new jobs before the end of the year, further limiting the documentation of the impact of the programme and taking years of organisational knowledge with them.

The months of uncertainty affected the potential reach of the programme. The introduction of the FMS approach was cancelled once it was clear that the programme would not be progressing beyond 2019. This resulted in farmers not benefitting from the market-oriented trainings. The private donor funding the RIPAT elements of the programme also withdrew funding once it was clear how critical the conflict was, particularly after interference from the government. However, in order to ensure that learning and experience were consolidated in the remaining months, the RIPAT groups were financed through a reallocation of funds within the programme and included in the exit plans. ADRA Burundi and ADRA Denmark also made efforts to link the RIPAT groups with a local organisation familiar with the approach in the hope that they could include them in their programme. This attempt at continuing the RIPAT activities, however failed due to a lack of funding.

ADRA Denmark prioritised an external final evaluation of the programme in order to document the impact the programme has had since it began in 2013 and documenting important lessons from its implementation and closure. The evaluation will assist us in using the lessons in future programming.

Developments in Key Risk Factors

As mentioned in the 2018 reporting, the risk of the conflict within the Burundian Adventist church spilling over into ADRA Burundi was unfortunately realised and resulted in the organisation losing its membership of the ADRA network and all subsequent funding. This turned out to be the greatest risk to the programme and the organisation. Although phase-out activities were well implemented, Burundi is still among the poorest countries in the world, where most struggle to meet their basic needs, and a country where restrictions on advocacy and civic engagement are being increasingly thwarted. It is a real loss for the involved communities and ADRA Denmark to not be able to continue with this work.

Malawi

The ASC programme in Malawi in 2019, which began in 2011, made very good progress, particularly in comparison to 2018. ADRA, working with 166 CBGs and networks, in Machinga, Mzuzu and Lilongwe districts, witnessed many more claims from CBGs honoured by duty-bearers, positively impacting over 127,000 people. This demonstrates that the communities were able to advocate for their own issues after being engaged with the ASC programme for a number of years. Apart from advocacy, there has also been a noticeable impact on livelihoods, as 2,816 people in 2019 prepared their produce to be sold across various markets, compared to 211 in 2018. The increase in income from those participating in the FMS training in 2018, was evidence enough for many others in the community to join and learn from these project activities.

Despite the positive progress and clear evidence of the ongoing impact of the programme, ADRA Denmark has decided not to continue supporting activities in Malawi after June 2020, as described earlier.



Context Updates

The political instability that is currently prevailing in Malawi affected much of daily life during 2019, due to the political campaigning and election in May, in addition to the annulment of the election and the subsequent campaigning. Demonstrations and political rallies disrupted many planned activities, including postponing visits to markets by the FMS groups, and the continual postponement of the 2019 Agriculture Fair, which resulted in many farmers failing to showcase their quality produce and then losing produce because of the delays. Participation was also low at the Fair, as political demonstrations took place on the same date. This denied many farmers the opportunity to strike business deals with prospective markets.

Civil society and opposition parties challenged the outcome of the May election, and as such much political will went to managing the many demonstrations and protests which followed. As such, the participation among community members in CBG activities was low at times, as there was a general mood of uncertainty and anxiety.

Flooding, as a result of cyclone Idai, affected destroyed crops in many gardens and household property in the southern region of Malawi. The ASC catchment areas of Liwonde and Kawinga were affected. In response to the flooding, ADRA Malawi provided relief assistance to 1,800 of the most vulnerable households, including some of the households engaged in the ASC programme.

As a result of the flooding and crop destruction, the price of staple foods greatly increased and negatively affected many households. Income generated from small businesses was being spent on food items instead of being invested in the business. This led to households spending approximately 69% of their income on food.

Major Achievements during 2019

Change Area A: Communities articulate concerns and claim their rights

The theory of change is that if people know their rights, if they are organised, if issues of concern to people living in poverty are raised publicly, then relevant decision makers will be more motivated to address these issues and find solutions to the needs and concerns raised.

ADRA has partnered and collaborated with 166 CBGs and networks as entry points into the community. ADRA has built the capacity of these formal and informal CBGs and networks³, including multiple youth clubs, to have strong, functional, inclusive and gender sensitive organisational structures, enabling them to better identify and voice their concerns on behalf of the group or the community at large. ADRA facilitated constructive community dialogues between rights-holders and duty-bearers in order to encourage collective action.

During the year, ADRA witnessed significant progress on advocacy issues that were pursued by the CBGs. Groups were organised and spoke with one voice on issues of concern, increasing the inclusion of community members in decision-making processes. This resulted in a 153% achievement compared to the target and a 65% increase on the result from 2018 (29 claims addressed in 2019, compared with 19 in 2018). The issues raised by the communities included the absence of medical personnel from the Luhomero Health Clinic and the abuse of students by a teacher in Machinga. ADRA continued to actively mentor groups on advocacy approaches and continued to build their capacity to raise issues of concern. This increase in issues addressed was coupled with an increase in the number of CBGs actively engaging in advocacy activities, increasing from eight in 2018, to 17 in 2019. The positive responses are a great motivation for the groups to identify new issues in their communities.

³ This includes farmers associations, community radio clubs, youth clubs and HIV/AIDS support groups, local religious and cultural leaders.





In Mzuzu, access to primary school education was identified as an issue of concern, as it had been troubling the community for years. Younger students were unable to walk the four-kilometre journey to reach the closest primary school, contributing to early school dropout and long bouts of absenteeism, particularly during the rainy season. A REFLECT circle in Lihomero took up the issue and discussed it in March 2019, agreeing to notify the Ministry of Education Primary Education Adviser (PEA) and the Church of Central Africa Presbyterian – Synod of Livingstonia of

the issue, who are the co-owners of the Lihomero Primary School. Members of the REFLECT circle collaborated with the Village District Council and a letter was written to the PEA, who travelled to the area and acknowledged the challenges raised by the community. The PEA agreed with the need for an additional school, and a number of duty-bearers agreed to contribute to the project, including the District Council who committed to staff the school. The community contributed land, river sand, quarry stones and unskilled labour to the project. Once the school is completed and adequately staffed, school dropouts are expected to be significantly reduced.

The Liwonde CBO Network noted irregularities in the selection of beneficiaries in a project conducted by a CSO called One Community Organisation. The network conducted a survey in cooperation with community members and duty-bearers and concluded that the CSO was not clear on its implementation strategy and failed to include the targeted beneficiaries. A meeting on the issue was attended by representatives of the beneficiaries as well as the local chiefs, the Area Development Committee and other duty-bearers. The project manager listened to the community members' complaints, admitted the anomalies and assured participants that they would involve the recommended government structures in the selection of beneficiaries in the future.

ADRA also continued to use its powerful national radio (Zatonse) and TV (Tikuferanji) platforms as tools for awareness-raising and advocacy, with community members directly contributing to the development and content of the broadcasts. The interactive media platforms act as sources of awareness and civic education, as well as catalysts for national debate. Through the phone-ins, text messages and social media platforms, positive feedback was received, indicating that people were adopting the messages they heard through these platforms. During 2019, five themes were aired and the number of broadcasts was determined by the complexity of the

In the region around TA Tsabango, four out of 10 children were involved in child labour. Children were out of school molding bricks, gathering sand, and selling vegetables in the town market. The Tsabango Youth Network, after actively engaging in ADRA trainings about rights and advocacy, examined the Child Labour Laws of Malawi to understand the rights of these children. The Youth Network decided to advance the issue to ensure child labour was abolished in their area.

The youth network conducted interface meetings with duty-bearers, including local leaders, Child Protection Workers, Area Development Committee members and Ward Councillors. During these meetings, the youth network convinced these leaders that child labour was an urgent problem in their area that needed urgent attention. It was unanimously agreed that there should be by-laws put in place to the offenders and that anyone found employing a child would pay a hefty punishment of K30,000. Consequently, local leaders introduced bylaws punishing those found employing children with hefty fines. These bylaws have protected the rights of over 30,000 children in the area.



issue and feedback from the audience. Issues either came directly from the communities active in the ASC programme or current issues of national debate. The issues included transparency and accountability, Government minimum prices on agricultural produce versus liberalisation of the market, preferential gender treatment, sustainability of developmental initiatives not linked to the District Development Plan during the election campaign period and the relevance of the farm input subsidy programme in ensuring food security. A total of 53 programmes were broadcast, with 1,574 SMS and 92 phone-ins registered. There was additional interaction on social media on the topics. Further, media continued to have an impact on public action and policy. For example, on the issue of Government set minimum prices on agricultural produce, the inclusion of community members in the broadcasts resulted in government officials consulting with them, and eventually informing the setting of the prices.

The same issues were prioritised on the Tikuferanji TV programme, acting out the issues and catalysing public debate. There were 52 Tikuferanji programmes aired in 2019, with an average viewer rate of 1.7 million viewers.

In Lilongwe, the Tsabango Youth Network identified a lack of transparency and accountability after gaining advocacy skills with support from ADRA. They noticed that development projects in their communities often began without community knowledge and bypassing local government approvals. After analysing the issue and mapping the relevant stakeholders, they came up with an action plan. The youth network conducted awareness raising to sensitise community members on how local development funds are distributed and to emphasise the accountability of local authorities to their constituents. The issue was taken up on Zatonse, where the Ward Councillor, the Area Development Committee Chair and the District Director of Planning and Development were part of a panel discussion explaining the processes of the use of public funds. This has resulted in a change in the practice of involving civil society in the planning and tracking of development projects in their area.

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

The theory of change is that if people get the knowledge and skills to utilise livelihood opportunities, then they will become more resilient and better able to act as change agents for themselves, their families and their community.

ADRA has supported members of CBGs to explore and improve sustainable food security/livelihood opportunities, including financial empowerment. They were trained in business management and entrepreneurship, enabling them to invest in income generating activities and increase their incomes. Trainings have improved financial literacy and included topics such as microfinance, investments and budgeting. ADRA also linked farmers to technical expertise, e.g. extension services, national farmers associations, programmes targeting farmers, etc.

VSLAs are the primary, most reliable and convenient structure offering financial support to CBG members. VSLAs promote savings and support members in accumulating and generating income for investment in business and promoting economic resilience. There were 58 VSLAs mentored in 2019, of which 83% of the 1,291 members were women. During the year, 99 VSLA members used their loans to invest in small-scale businesses, 1,392 members paid casual labourers and over 2,500 members invested in farming input or livestock. VSLAs have a high impact on people's livelihoods because of the investments people are able to make in business, and in 2019, 26 new businesses were established. The profits obtained from the business activities have allowed people to pay school fees for their children, build or improve their houses, and invest jointly in communal structures. However, due to the flooding as a result of cyclone Idai at the beginning of the year, the prices of food increased in many areas. As such, 77% of household expenditure was used for food. Despite this, there was still a growth in share value among 46% of the VSLAs. This indicates that people value the VSLAs and that they are willing to continue to save even when times are tough.

ADRA also continued to facilitate literacy classes, which play an 'eye-opening' role for community members, who testify that knowing to read and write has improved their social status, as they can now fully participate in community life. Two classes, with a total of 50 students sat for the literacy assessment, with 47 passing (13



males, 34 females). Literate community members are better able to analyse issues and pursue them. For example, the Chiyiringira REFLECT circle, which has 21 members (8 males, 13 females) participating in literacy classes, considered the lack of ambulances available at the Kang'oma Health Centre, which crippled their emergency response and forced desperate households to find alternative means of ferrying the sick. In response to this Chiyiringira REFLECT Circle decided to advocate for an ambulance for the Health Centre. The group developed an action plan and garnered support from other community structures and lobbied the relevant duty-bearers. The group conducted a meeting with the District Health Officer who assured them that their demands would be taken in consideration and this was achieved. The ambulance is now serving a population of approximately 95,000 people around Kang'oma health centre in TA Tsabango.

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

The theory of change is that if community members understand the market dynamics and are able to respond to the demands and opportunities in the market, then they will be able to sell their products in demand.

ADRA continued to apply the Farmer Market School (FMS) approach, which empowered farmers to select the right crops for the market, enhanced their market literacy and increased their confidence in engaging with buyers, boosting the sale price of their crops. Through the training, the farmers developed knowledge and skills to do their own research, which enabled them to establish market linkages directly with the buyers or other value chain players. Farmers were motivated to produce quality products and increase their quantities for sale, to strengthen their organisational set-up and to engage in collective marketing.

During 2019, the number of farmers selling their produce to local markets increased from 211 farmers in 2018 to 3,247 in 2019, after facilitation through nine farmer market schools. In Machinga, 63 pigeon pea producers from Mpapa Cooperative sold to the Agricultural Development and Marketing Corporation (a government-body responsible for food security, which maintains a strategic reserve of food stores across Malawi). 2,494 members of the Mbonechera Cotton Association scored deals with the Malawi Cotton Company, Agri Value Cotton Limited and Fresian Ltd. after they analysed the market and bulked their produce, increasing their sale price by 13%. In Lilongwe, 49 members of the Khamalathu FMS and other nearby irrigation farmers are now selling their crops through Thanthwe Enterprise, as well as the the Chipiku and Cross Roads Hotels, providing cucumbers, tomatoes, beetroot, potatoes and green beans, improving the sale price by up to 50% on some items.



Major Challenges and Deviations during 2019

The tensions and hostility in the political landscape caused problems for a number of the CBGs engaged in the programme, as some were perceived as political entities aimed at advancing the agenda of certain political parties. Consequently, CBG members were fearful of being silenced. For instance, on the issue of lack of



transparency and accountability pursued by the Tsabango Youth Network, duty-bearers perceived the youth as opponents who were deliberately targeting them on political grounds, whereby ADRA encouraged and supported them to find ways to continue to engage the duty-bearers.

Despite the significant impact 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 2019, as it was also the case in previous years. CBG members became demotivated by the limited or slow response to their advocacy initiatives and some were even discouraged from pursuing future claims. This was addressed through involving local government structures, which were effective in championing and advancing advocacy issues. Strengthening the Area and Village Development Committees plays a vital role in advocacy since these committees can advance issues to the District Council. ADRA will continue to support the CBGs to develop these useful alliances and help them to see the various avenues for their advocacy efforts.

The outreach of the television programme, Tjikuferanji, was reduced during 2019. The media platform, which is a key tool in advocacy and awareness raising, was negatively affected when the Country Director of ADRA Malawi, a highly profiled character both in ADRA's media programmes and the country as a whole, left the organisation to run for Vice-President. Although it was foreseen and plans were made to find a new approach upon his departure, the challenges were compounded by an increase in the cost of production and the subsequent loss of viewers after the programme shifted from one channel to another, with less coverage and a different target audience. A plan to address the issue (which included an assessment of the option to replace TV programmes with more radio programmes) was agreed upon but hampered by the management challenges, and a solution was not found.

Developments in Key Risk Factors

The previously mentioned challenges in the partnership with ADRA Malawi were sparked when the Board decided to move the head office from the business capital Blantyre to the administrative capital Lilongwe, where most other CSOs are based. The decision, however, created much uncertainty among the staff, and the programmatic and financial implications on the ASC programme were not assessed as a part of this decision. This coupled with new leadership and polarised staff eventually resulted in a chain of events, which undermined the capacity of the organisation. As previously mentioned, ADRA Denmark has decided not to continue supporting activities in Malawi after June 2020.

Programme implementation in Malawi in 2019 faced a number of external risks. The election and post-election period, resulting in the annulment of the election results created months of uncertainty for the population and continually pitted groups against one another. ADRA continued to focus on operating within the law, partnering with likeminded civil society actors and maintaining an open and constructive dialogue with the government, which has always been an important strategy for reduce the risk of censorship or being seen as an opposition party.

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 the population, and affecting 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 of activities. 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.



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 continued to support CBGs acting as local change agents throughout 2019. Through the ASC programme, ADRA Uganda worked with 98 CBGs, including livelihood groups, youth groups, school clubs and elder councils. ADRA has also continued to support initiatives geared towards peace building in the region, since peace and security are pre-requisites for any development intervention.

ADRA Denmark and ADRA Uganda also collaborated on developing the *Food Access and Income Resource for the Child* (FAIR CHILD) project as a complementary two-year project to the ASC programme, with financing from *Danmarks Indsamling*. The objective of the project, which ended in 2019, was to create sustainable income sources for the targeted Karamojong households. The project focused on reducing hunger among children by empowering vulnerable/food insecure households. The targeted households were to utilise the proceeds from the income resources and/or IGAs to be able to purchase and put food on the table for their children even during the drought situations that are persistently experienced in the region.

The CBGs working with the ASC programme served as entry points for the FAIR CHILD project. Many of the “mature” CBGs mentored the 15 FAIR CHILD CBGs that were established. Using the ASC advocacy platforms, FAIR CHILD beneficiaries were linked to duty-bearers to discuss and address issues affecting targeted communities, which was considered a very good learning for all of the involved CBGs.

Context Updates

Domestic and international rights organisations continue to report that the Government of Uganda is growing increasingly less tolerant of criticism. Human Rights Watch, for example, highlights that freedom of expression across the country is in significant jeopardy and NGOs that engage in monitoring the conduct of the state and advocate for human rights, women’s rights, in anti-corruption and accountability, land issues and democratic governance have experienced growing restrictions on the space available for them to carry out their activities.

Despite ongoing coordination and community peace and security meetings, there was an increase in cross-border conflict during 2019. Armed livestock raids from the Turkana of Kenya were reported, and both lives and hundreds of livestock were lost during October 2019 in Karamoja. This was in spite of the ongoing efforts between the governments of Uganda and Kenya to establish sustainable peace and a socio-economic transformation of the region. ADRA Uganda worked alongside Mercy Corps and the Peace and Justice Department of Kotido Catholic Diocese to support security dialogue meetings in November and December, which appear to have diffused tensions. These dialogue meetings served as platforms for the security agencies to respond to the security concerns of citizens. There has also been an increasing level of advocacy activities conducted by the Karamojong elders for the disarmament of the Turkana and Toposa pastoral communities (in Kenya and South Sudan respectively) that are bordering Karamoja.

Climate change and natural disasters negatively impacted implementation in 2019. Heavy rainfall experienced during the months of July to November led to flooding, caused damage to crops in the fields, disrupted crop drying and processing and caused high postharvest crop losses. The outbreak of Foot and Mouth Disease led to loss of livestock, which triggered the Ministry of Agriculture, Animal Industries and Fisheries to declare a quarantine on movement and sale of livestock and livestock products in and outside Karamoja. The latter disrupted livestock trade and consequently, 53% of the male youth in ADRA supported groups stopped saving and paying back loans through their VSLA as livestock trade was their major source of income. The Horn of Africa locust invasion placed the food security of the population in Karamoja at additional risk.

Politically, the creation of a new sub-district in Kaabong, called Karenga, in June 2019 caused a significant loss of knowledge and capacity among the local authorities. Many technical staff were transferred, and it is expected to affect government participation and cooperation negatively, as relationships and gains made from advocacy efforts will need to be rebuilt.



Major Achievements during 2019

Change Area A: Communities articulate concerns and claim their rights

The theory of change is that if people know their rights, if they are organised, if issues of concern to people living in poverty are raised publicly, then relevant decision makers will be more motivated to address these issues and find solutions to the needs and concerns raised.

ADRA continued to play a facilitating, coaching and mentoring role for mature and active CBGs in Karamoja to fulfil their mandates as civil society actors, create awareness, engage duty-bearers and advocate for improved services. In 2019, ADRA supported CBGs and School Clubs to engage duty-bearers, whereby 44 networks out of 98 (20 CBOs, 21 School Clubs, three elders' councils) were actively involved in advocacy initiatives. They engaged duty bearers through community dialogue sessions, radio talk shows, social accountability meetings, up from 36 in 2018. ADRA's approach, supporting grassroots advocacy, linking rights-holders with duty-bearers, providing logistical support during dialogue and community sensitisation, supporting advocacy platforms such as radio programmes and providing refresher trainings and mentorship in advocacy skills, enabled the CBGs, school clubs and elders' councils to engage duty-bearers to address priority advocacy issues.

As a result of advocacy initiatives on behalf of Kanawat Primary School in Kotido, the district administration financed the construction of pit latrines for student and teachers, improving hygiene and creating a more conducive environment for girls to attend school. In Kaabong, the delivery of health care was greatly improved after the local government provided maternity equipment to Kalapata Health Clinic as a result of advocacy initiatives, as was also the case in the Kamion Health Clinic. Post-natal care rates increased from 5% in first quarter of 2019 to over 70% by the end of the year after ADRA supported the Ik community in Kamion Sub-County to identify their needs and lobby the Government and development partners to support them. CBG members developed a proposal for a Safe Lives at Birth (Safe LAB) that was eventually funded with USD 15,000 through development partners to address the identified lack of delivery equipment.

ADRA also facilitated 10 in-school dialogue meetings where pupils engaged district and sub county officials including District Education Offices, the Local Councils I, II and III Chairpersons, Sub-County Chiefs, Parish chiefs and School Management Committees (SMCs). As a result of these efforts, a number of issues and claims were addressed, while others are still actively being followed up on. For example, in Abim the construction of a school kitchen in Wilela Primary School was completed after ongoing advocacy vis-à-vis the sub-county. The School Advocacy Club raised the issue with the sub-county leaders and inspectors from the District Education Office in March 2017 during a school dialogue meeting and no action was taken. In 2018, during school enrolment tracking meeting, the pupils persistently raised the issue and the sub-county eventually pledged to finance the construction works and the completion and handover of the kitchen took place in July 2019.

Radio was also in 2019 an effective platform for CBGs to raise issues. Through radio programmes, rights-holders were able to voice their concerns on two local FM radio stations, bringing their issues to a public audience and the attention of duty-bearers. Throughout the year, ten broadcasts were conducted, discussing the topics of access, management and utilisation of land, violence against women and girls, poor health service delivery, infrastructural development, peace and security, the right to quality education, discriminatory cultural practices including premarital rape, forced marriage, discriminatory property inheritance, and forced wife inheritance/polygamy. ADRA supported the costs of the broadcasts and linked the journalists with the relevant CBGs, amplifying the voices of the communities on this effective platform. In Kotido, the process initiated by the Elocokinos CBG resulted in the replacement of a midwife who had absconded from duty but was still on the payroll for two years. Also, the dilapidated classroom block at Lokitelaebu Primary School was rehabilitated after the SMC chairperson had heard the voices of Lokitelaebu School Advocacy Club members on Karamoja FM discussing the deplorable status of their classroom. The next day the SCM Chairperson visited the school and pledged materials including cement, doors, windows and labour to repair the block, with funding from development partners. In Abim, a radio programme resulted in a police investigation about a stolen generator.



The generator, which was used to pump water between Orwamuge and Abuk trading centres was stolen by corrupt local government officials, who had sold it for private gain. The generator was found and returned, and the suspects were arrested as a result of the issue being made public through the radio programme.

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

The theory of change is that if people get the knowledge and skills to utilise livelihood opportunities, then they will become more resilient and better able to act as change agents for themselves, their families and their community.

ADRA has enhanced the resilience of communities in Karamoja by supporting CBG members to better identify and utilise livelihood opportunities. ADRA recognises the need for community members and CBGs to have the technical skills and structures to plan, budget and manage financial resources and to engage in productive activities based on existing market demands. This enables them to establish small enterprises to generate income, become financially resilient, and utilise livelihood opportunities for household improvement and to sustain group activities, including advocacy initiatives.



The number of VSLAs mentored by ADRA in 2019 grew from 48 to 51. Despite the growth in the number of VSLAs, 12 VSLAs experienced management challenges and irregular savings, despite quarterly refresher trainings in the VSLA methodology, routine mentorship from ADRA's community support officers and exchange learning visits. There was also a limited improvement in household income levels in 2019 and only 21.6% of the VSLAs increased their share value in 2019, as compared to 41.6% in 2018. One contributing factor to this was the outbreak of Foot and Mouth Disease and the resultant quarantine on the sale of animals and their products. The Ministry of Agriculture, Animal Industry and Fisheries declared an 8-month quarantine on the sale of livestock, which negatively affects many households in Karamoja who are primarily engaged in livestock business. The VSLAs affected by this quarantine have agreed to postpone the sharing of savings until the quarantine is lifted (in 2020) and when members are more able to pay back their loans. Nevertheless, the relatively good harvest, contributing with an 20% increase in yield, reduced expenditure on food among households in Karamoja from 56.7% in 2018 to 49% in 2019. This is considered a contribution from the ASC

programme, which although not direct involved in arable farming, is nevertheless involved in linking CBGs to marketing associations for fair prices, involved in post-harvest handling and storage, agribusiness training, and cereal banking.

In 2019 peer learning among the CBGs enhanced adoption of knowledge and skills including confidence building among core group leaders (chairpersons, secretaries, and treasurers) in managing group resources, ensuring accountability and transparency. For example, the 45 VSLA groups that were a part of the FAIR CHILD project (15



in Kotido, 15 in Kaabong and 15 in Abim) remained strong and continued to save after the completion of the project, due to peer mentoring and coaching by the groups facilitated through the ASC programme. ADRA facilitated exchange learning visits, inter- and intra-group mentoring sessions and also built the capacity of core leaders in skills such as VSLA management, financial management and business skills. These initiatives will continue into 2020 to strengthen group capacity.

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

The theory of change is that if duty-bearers understand human rights and are aware of their own responsibilities as duty-bearers, if relations based on trust, dialogue and mutual understanding are created between the groups, ASC staff members and formal and informal decision makers, then local community groups and the ASC programme will influence key decisions in benefit of people living in poverty.

ADRA acknowledges the importance of the role that local duty-bearers at sub-county and district level play in responding to the advocacy efforts of their constituents or in advocating upwards on behalf of their constituents. As such, ADRA facilitated the involvement of the local village, parish and sub-county duty-bearers in community issue identification and prioritisation processes. Where capacity gaps were identified in their ability to execute their mandate professionally, training was offered to them. This was the case of 27 councillors from Rengen and Kotido Sub-Counties, 15 from Kiru Town Council and 17 from Morulem Sub-County who were trained in good governance, local government planning and budgeting processes. This capacity building enabled councillors from these sub-counties to hold consultative community meetings to inform about the budgeting process of Financial Year 2019/2020. ADRA also involved the sub-county and district duty-bearers in joint monitoring of the programme's interventions. This has aided ADRA in building trust with the duty-bearers but also facilitated useful feedback from the duty-bearers about the implementation and objectives of the programme. ADRA will continue with this kind of relationship building and will also continue to participate in sector coordination meetings. ADRA will also continue to support the capacity building of local authorities in their roles and responsibilities.

In 2019, 44 new advocacy issues were identified compared with 65 in 2018. The decrease in the number of issues identified is explained by the groups preferring to focus on issues from start to end, as many issues take years to resolve. 41% (18) of the issues raised by CBGs were addressed at district or sub-county local government level. 12 were only partially addressed as they were infrastructural in nature including fencing of schools, opening access roads, construction of dormitories and classrooms, which required substantive budgetary allocations to address. The delay to address identified issues was due to districts' dependence on central government conditional grants to fund capital investment. The implication of the later scenario is that ADRA will strategically continue to create linkages and platforms for the CBGs to engage with other development partners to raise resources to address education and health infrastructure related needs. At the same time efforts will continue to be exerted to engage School Management Committees/Parents and Teachers Associations, Health Management Committees and parents to contribute resources to also support infrastructural development. Further, the number of CBGs that have reported a positive response on their last contact with duty-bearers increased from 47% in 2018 to 68% in 2019. This positive and significant increase is attributed to the capacity building of CBGs in evidence-based advocacy, and to the joint identification and prioritisation of issues of concern by the rights-holders and their immediate sub-county leaders moderated by the ASC programme staff. This has promoted joint ownership of the issues by right-holders and duty-bearers.



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

The theory of change is that if a strong link from locally rooted/identified advocacy issues to national policy issues can be established and if ADRA can build alliances with relevant stakeholders to inform policy/decision makers, then ADRA can influence transparent implementation of laws and policies that promote and protect citizen's rights.

ADRA has, for a number of years, been working with a citizen-centred approach to advocacy, and will continue to build the capacity of local communities to identify and raise issues of concern with local duty-bearers who are accountable for services delivered to local communities. However, the citizen-centred advocacy approach has its limitations, particularly in contexts characterised by rampant corruption and vested interests in issues such as land rights. To address such issues, ADRA works more systematically to facilitate that selected issues of concern, which require interventions from the central government administration in relation to e.g. land rights and education, are raised on a national level. The strength of using a citizen-centred approach to advocacy and being a national CSO is the link that can be established from locally rooted advocacy issues to national policy issues.

In 2019, ADRA Uganda participated in organising the national Land Awareness Week 2019 that was held in Karamoja in May 2019. The ASC programme facilitated 12 land dialogue meetings and radio programmes in Kotido, Kaabong and Abim that served as platforms for the Karamojong communities to directly interact with personnel from the Ministry of Lands, Housing and Urban Development. Through these meetings and radio programmes, the communities received information on emerging land laws in the land sector, and how to secure land rights, including procedures involved in obtaining certificates of customary land ownership. These platforms enabled the ministry officials to receive feedback on emerging land issues in the Karamoja sub region. The feedback from these meetings informed the Karamoja Statement on the Land Awareness Week 2019. This statement, which has 15 demands, was presented by the political and civil leaders and CSOs in Karamoja to the Minister of Lands, Housing and Urban Development for consideration and action. ADRA has continued to work closely with the local CSO, Karamoja Development Forum, to follow up on the commitments made and the expected actions on the demands in 2020. Key among the demands was to have the Commission of Inquiry into the land matters in Uganda come to Karamoja to investigate allegations of land grabbing. The commission came, and its investigations resulted in the resignation of the chairperson of Napak District Land Board, who had to return the land he had grabbed.

The strategy to promote and/or influence issues at national level is to partner with indigenous CSOs with policy advocacy experience in the areas of land rights and governance, and in education. In 2019 partnership cooperation agreements with Karamoja Development Forum (KDF) and Karamoja Integrated Development Program (KIDEP) have been signed. KDF will handle issues related to land rights and good governance while KIDEP will address issues of education and child protection. This partnership will initially run through 2020 and will be reviewed based on performance.

Advocacy at national level platforms can be effectively done in partnership with other organisations. This was however not fully exploited in 2019 due to delays in identifying and agreeing on which national advocacy networks to subscribe to. This will be prioritised in 2020.



Major Challenges and Deviations during 2019

Radio is effective and cost-efficient. However, raising issues on a national platform, would be an even more formidable tool to give the issues raised by community members a larger and more powerful audience. However, national television for advocacy activities is quite expensive - DKK 22,000 for thirty minutes. In addition to this are the costs associated with local content development and field work for the Kampala based television producers and journalists. ADRA has partnered with KDF, a local indigenous CSO specialised in media communication and advocacy to develop cheaper and relevant content reflecting the issues and challenges facing the people of Karamoja. KDF will produce a video documentary on land rights (and land-grabbing in particular) that will be broadcast on two national television channels in 2020. This will be an avenue for the voices and issues of the people in Northern Karamoja to be presented and inform and influence discussions at national level. Whereas utilising national television is quite expensive, it still remains one of the most effective platforms for generating and presenting evidence and making the advocacy message reach national level duty-bearers.

The ongoing management challenges faced by the VSLAs facilitated by the ASC programme in Uganda limit the impact of the programme for community members. ADRA will therefore work to address these challenges through continuous mentorship in group dynamics and organisational development. ADRA will also encourage groups to invite new members to join in order to strengthen the capacities within the groups, particularly with

literate members or

members who can

assist with

bookkeeping.

Alternatively, ADRA

will recommend that

some group savings

are used to pay for the

services of a secretary

identified from their

community. ADRA will

also continue to

mentor group

members on business

skills, record keeping

and postharvest

management skills to

enhance their income

generating activities.



Developments in Key Risk Factors

While there is a thriving civil society in Uganda, the shrinking of civic space is also well documented and reported by several media outlets. Restrictions on the political opposition have increased, with critics increasingly stifled as the government concurrently grapples with allegations of torture of suspects of high profile extra-judicial killings. Violations of freedom of association, assembly, and expression continued in 2019 as authorities introduced new regulations restricting online activities and stifling independent media. The government arrested its political opponents and blocked political and student rallies that were not conforming to the new regulations. These restrictions on expression and assembly, arbitrary detentions and prosecutions of outspoken critics, and the government's failure to ensure accountability for past abuses, is by observers likely to increase prior to the 2021 general elections.

From the field, it is assessed by ADRA that the limiting of voices critical of government services and demands for accountability will increase. The structures to stifle those considered "noise makers" by the government are already in place. It is, for example, a requirement for ADRA to share all the materials to be aired on radio with the Office of Resident District Commissioner for approval, and every district has personnel (appointed by central

government) to vet and recommend NGOs in a district on an annual basis, particularly focused on those active in advocacy. This is one reason for the pursued programme strategy of involving local indigenous CSOs, as they, as ADRA's implementing partners, need no clearance from the Ministry of Internal Affairs. This risk of being restricted in raising concerns is furthermore mitigated by using non-confrontational advocacy, with a participatory approach involving stakeholders at all levels, including from among duty-bearers.

The non-confrontational advocacy that is practiced by ADRA is to a high degree possible at the Local Council (LC) levels (Village to District levels). Despite possibilities created by the LC system for local engagement in local politics, there are several challenges limiting this engagement. Districts receive most of their budgets from the national government and are thus often limited in their ability to act on issues advocated for at local level, especially regarding cost heavy expenses like infrastructure constructions. The relationship between ASC supported CBGs and the local government officials is generally very good, and ADRA Uganda is organising platforms where the district local government stakeholders can systematically engage with the supported CBGs and other civil society organisations. Duty-bearers are trained by the programme, but frequent politically motivated transfers and reshuffles make implementation and adoption of resolutions rather slow.

Resilience in the Horn of Africa

In the RiHA programme, ADRA utilises a community-based approach, empowering informal civil society while at the same time addressing livelihood issues. 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 during 2019 were some of the areas where these effects are particularly significant – West Darfur and White Nile in Sudan and Somali Region in Ethiopia.

The approaches used in the RiHA programme build on earlier programmes in Sudan, where e.g. Community Action Planning (CAP) and VSLAs have proven to be powerful participatory methodologies, allowing community members to develop their own priorities and empowering them without being perceived as too 'dangerous' by the authorities. A review of the CAP approach in Sudan was conducted at the beginning of 2019 (the findings and recommendations of this review are detailed below). These capacity building processes focus on increasing the diversity of livelihoods, supporting climate change adaptation and enhancing choices available to community members.

In 2019, the RiHA programme included three projects; two in Sudan, the Sustainable Access to Health, Education and Water for All (SAHEWA) in West Darfur and Tamkeen Muzarein Project (TMP) in White Nile, and the third in Somali Region, Ethiopia, called the RiHA project. The SAHEWA project was set to close after the first quarter of 2019, but in order to enhance learning about production and market access, the project was extended until December 2019. As a follow-up to the SAHEWA project, the Strengthening Community Engagement and Empowerment in Darfur (SCEED) project will take the learnings and experiences from SAHEWA and transfer them to new areas in West and Central Darfur from 2020 as well as to Ethiopia. A final evaluation of the SAHEWA project is planned but has not yet been possible due to the outbreak of the COVID-19 pandemic.

The start of the RiHA programme in Ethiopia was delayed twice in 2018 due to insecurity, and then again in the beginning of 2019 as new officials had just been appointed in almost all regional ministries and approval processes were delayed. The formal approval of RiHA came 1st of March 2019. Activities in Sudan were also delayed due to the turbulent political and economic situation in 2019. The TMP project in White Nile also suffered setbacks due to a number of shifts in the management of the project. The project is therefore well behind schedule, which also means big parts of the budget have not been activated. TMP is funded 80% by EU and 20% by Lot CIV funds and we expect to apply to the EU for a no-cost extension.

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	2019 Target	2019 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)	N/A	Data collection planned in March 2020, postponed due to COVID-19
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	N/A	Data collection planned in March 2020, postponed due to COVID-19
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%	N/A	96% of existing VSLAs, 87 new VSLAs were established in 2019
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	N/A	2,003 smallholder farmers trained but no data available yet on adoption of practices
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	N/A	N/A

Context Update

Ethiopia

The political events in Ethiopia in late 2018 were rapid and received with enthusiasm, and the subsequent reform process through 2019 initiated many changes across the country: lifting the state of emergency, legalising opposition groups long classified as terrorists, granting general amnesty to political prisoners, removing bans on media outlets, and enacting a peace agreement with Eritrea, formally ending two decades of hostilities.

Ethiopia has long standing inter-ethnic disputes and hostilities, and although the government is resolving these conflicts to bring peace through federal reforms in each region in the country, there are still pockets of inter-ethnic conflict, which can destabilise and delay the reforms. As part of the new reforms in the country, a gender equality and balance policy has been enacted. Several well-qualified female politicians have been appointed to high posts, including the Presidency and the Head of the Supreme Court. However, sustaining the momentum for all reforms remains a challenge due to the lack of independent institutions to carry out the new reforms.



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.

Communal conflict, pests and floods contributed to displacement in the Somali region in 2019. The good rainy season was short lived as flash floods hit the Shabelle and lowlands, which, compounded by the locust outbreak (in early 2020) forced communities and their livestock out of their homes and forced them to settle in new areas.

Sudan

The economic situation in Sudan continued to worsen in 2019. 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. Sudan is highly vulnerable to droughts and flooding, which puts stress on agriculture and pastoralist systems.

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 of the government of President Omar al-Bashir and causing instability and uncertainty throughout much of 2019, including widespread shutdowns, violence and unrest. The revolution also brought numerous delays to the normal function of ADRA Sudan. During June-July 2019, all of ADRA Sudan's expatriate staff were temporarily evacuated, however, they returned, and activities were resumed in the SAHEWA and TMP projects, as well as in other ADRA Sudan projects. The new civilian government is still finding its feet, and Prime Minister Abdalla Hamdok is leading the transition. Transitional authorities have been tasked with implementing urgent political and socio-economic reforms and ferrying Sudan to a legitimate national election in two years. A courageous and promising process has just begun, with state actors and civil society striving to forge a common understanding of self-owned democratic governance. Nonetheless, public optimism and genuine political will are weighed down by the daunting challenges that Sudan is facing.

The situation in Darfur contributed to apprehension in the peace process. The main rebel force in Darfur, the Sudan Liberation Movement, refused to enter negotiations with the transitional government during the latter part of 2019, and regularly targeted the Sudanese armed forces deployed in the region, as well as the staff of humanitarian organisations. Inter-communal conflict, notably between farmers and pastoralists on access to land and resources, is compounded by a significant number of internally displaced people (IDPs) and adds to the general instability. Reports of attacks on farmers by pastoralists and farmers being prevented from farming their lands resulted in the state and local authorities enacting security measures to protect farmers and enable them to cultivate their lands, however, many farmers failed to catch up and cultivate their land as the measures were not very effective. The IDPs are still confined in the camps but it is difficult to stop their movement into towns, inflaming conflict over resources, such as water or employment. Consequently, West Darfur State is considering land allocation as part of an urban/rural plan for resettlement of the IDPs and the new government has placed special emphasis on the importance on peace and security. Improving the economy of Darfur is priority for the government and essential for peace in the region.

Major Achievements during 2019

SAHEWA was originally a chain of short-term humanitarian projects – typically lasting 6-12 months but since 2013 moved in a gradually development-oriented direction. This transition process, with all the different community-based approaches provided valuable learning for ADRA and great value for developing the RiHA programme. It was therefore decided to develop detailed documentation of the different approaches and their community ownership in the form of a film, which illustrates how communities have taken ownership of their own development in a post-conflict context. The film is still being translated and finalised. It will be shared with all relevant stakeholders once it is completed.

In November 2019, the second RiHA workshop was held in Gode, Ethiopia, with participants from ADRA Denmark, ADRA Sudan, ADRA Ethiopia and VSF Suisse (ADRA Ethiopia's implementing partner). During the workshop, participants shared activity updates from each project, presentations on project topics, and learned



from each other during plenary and group discussions. Exchange visits also took place in West Darfur in December 2019, where experiences, challenges and approaches were shared between the various project staff.

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

The theory of change is that if pastoralist, agro-pastoralist and agriculturalist communities base planning on own decisions, if they mobilise own resources and combine them with resources and technical assistance from other stakeholders, and if the communities engage in dialogue with local and regional authorities and other stakeholders, then they can realise their own decision on livelihood futures.

The change towards improved livelihoods is not a linear, predesigned process. It requires diversification and adaptation, demanding that pastoralists can interpret the necessary socio-economic adaptation required and realise their own decisions on livelihood futures. CAP has been utilised across the programme areas, whereby communities were supported to identify their own problems and suggest solutions, which they prioritised, planned and implemented based on their own resources. The conceptualisation of the needs and active planning by the communities has rendered positive and sustainable results. While introducing and facilitating CAP, ADRA has also supported communities in advocacy towards authorities, in order to gain support for services such as funding for schools and health units.

In Ethiopia, where the CAP approach is very new, the process has been facilitated in seven locations. A team of community facilitators supported the communities to identify, analyse and prioritise their needs and contributed with 50% of the needed input. During the year, two schools, in the Kayane and Harsog communities were completed, and a school in Karinka and a health post in Tarfodley were under construction.

Communities in West Darfur live in remote villages often without access to schools, health facilities or water supplies. As such classrooms, health centres and water rank among the top priorities identified by communities. During 2019, communities instigated four CAP projects, including replacing water yard pipes, constructing a water channel and fences in Bajbaj, two classrooms across two schools in Agora and one health centre in Dileba.

The CAP process has also increased the confidence of communities engaged in the SAHEWA project. Several farmer groups were formally registered as CBGs during the year. In Bajbaj area of Darfur, one of the CBGs was able to raise the lack of harvesting machines and seeds with representatives of the Ministry of Agriculture, who in turn responded to their advocacy efforts and provided the community with a groundnut-harvesting machine and seeds. The registered CBGs have inspired other farmers as it is clear that they themselves are more capable of improving their livelihoods and advocating for their respective communities.

The TMP project is also directly working to improve access to and availability of water for human, agriculture and livestock use and consumption, as the scarcity of water can negatively affect the livelihoods of the pastoralists, agro-pastoralists and smallholder farmers in the area. During 2019, one clean water system was constructed in Al Makhaleef area in Al Jebelain locality. The water system provides clean drinking water to a total of 14,463 individuals in 16 villages.

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

The theory of change is that if some degree of monetisation of the pastoralist livelihood economy is taking place, if this money is safe, if money management and financial discipline at household and community levels is strong, if investments are made in productive assets – especially agriculture and livestock – and if they generate additional profitable income, then communities will be more resilient.



During 2019, VSLAs, Farmer Field Schools (FFS), Farmer Market Schools (FMS) and goat's groups directly contributed to improving the livelihoods and resilience of pastoralists, agro-pastoralists and smallholder farmers. VSLAs and goat's groups provided income and asset accumulation and created an opportunity to engage in small commercial activities. They also brought about new roles for women, at both the household and community level. Networking has increased between the different groups engaged with the programme activities, fostering processes of peaceful coexistence and dialogue. With improved production and marketing methods through FFS and FMS, farmers improved their yields. Profits were further increased through crop diversification and processing.

A savings discipline is necessary for money management, for investments and for stabilising household economies. ADRA has continued to promote VSLAs in all three projects involved in the RiHA programme, building on already existing community based rotating savings systems⁴, engaging both men and women.

In Ethiopia, it was the first year establishing VSLAs. Seven VSLAs were established with a total 153 members (44 males, 109 females) in three *kebeles* of Harsog, Birlays and Bursaredo-agro-pastoral of the Adadle *woreda*. The groups met every week to purchase shares, take loans and contribute to social funds.

Nuralsham, a woman from Agora village joined a VSLA supported by ADRA in 2016. During her time as a member of the VSLA, she has taken various loans to invest in income generating activities. With the first loan she bought goods and sold them for a profit. With that profit she bought a goat for breeding. Now, she has 11 goats and uses her income from the goats to bulk buy more goods. She attributes the VSLA for being able to pay for her children's school fees, food, and other needs.



In Sudan, the TMP project established 80 VSLAs, composed of 1,464 females and 135 men. Given that VSLAs are a new concept in White Nile, there has been a slow uptake among community members, who after many years of receiving handouts were reliant on humanitarian aid. In the beginning, community members were sceptical about joining groups as the concept requires them to cover the expenses of the group activities and the savings boxes. However, already by the end of the second year the advantages of joining a VSLA are becoming apparent, as more and more people are requesting to join a group, and their popularity spreads by word of mouth.

In SAHEWA, no new VSLAs were established in 2019, but ADRA continued to mentor 53 VSLAs (including 1,207 members). The increased skills in managing money have resulted in group members investing in their households and starting small businesses.

VSLAs have also increased the individuals' social capital, strengthening cohesion within the community. Although social funds accumulated within the VSLA are commonly used for supporting individuals in the community, the Agora community used their savings to construct a shelter for adult literacy classes. In Bajbaj, a VSLA contributed

⁴ 'Sandug' in Sudan and 'Hegbeth' and 'Ayuto' in the Somali Region



money to the CAP project repairing the water yard and in Deleba another VSLA contributed funds to the construction of a classroom.

Improved production and market access have directly contributed to improving family incomes. Farmers acquired knowledge on agricultural techniques and environmental adaptation, and experienced higher yields and gained access to markets despite a lack of agricultural inputs and limited governmental assistance. In 2019, ADRA introduced the FMS approach in both Ethiopia and Sudan, complementing the FFS approach, which has a focus on production. The adoption of both FFS and FMS in the SAHEWA project in previous years has produced important lessons that are being adopted by the other RiHA projects. Through SAHEWA, ADRA has succeeded in developing a sustainable approach, which includes trained farmers being used as FFS facilitators. In 2019, 38 facilitators (18 males, 20 females) were trained, who in turn facilitated 15 new FFS groups (with a total of 289 members), three in Krank Locality and 12 in EL Geneina Locality. These facilitators were able to reach a large community of farmers and pass on their knowledge with minimal support from ADRA. The local demand for FFS training is rising, indicating that the wider community is also able to see the impact of these interventions.

Further, the TMP project also increased the income opportunities of 1,703 agro-pastoralists through the implementation of the FFS and FMS approaches. By the end of 2019, 1,656 farmers participated in the FFS and 47 in FMS. In contrast to Darfur where there are no Extension Officers from the Ministry of Agriculture, in White Nile, ADRA built the capacity of the Extension Officers to deliver FFS by training 23 staff (12 men, 11 females). The trained staff, now considered FFS Masters, have rolled out FFS in 38 villages, who reached 865 farmers, of which 88% were women (included in the 1,656 previously mentioned) in 2019.

Furthermore, throughout the two years of implementing the TMP project, ADRA established 40 women's goat groups, comprised of 240 female members. These women were trained on the basics of goat husbandry, and 672 goats were distributed amongst the groups, whereby the members who received goats distributed the offspring to other members. The goats support the women to earn an income through the milk they produce, as well as the potential of further income from offspring. During 2020, ADRA will assess what impact the goat groups have had on the income of the participating women.

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

The theory of change is that if communities realise that climatic adaption techniques and production methods are important for their livelihoods, if some traditional methods for natural resource management are revived and new techniques introduced, then communities will benefit from climatic adaptation techniques and improved production methods.

In response to climatic changes in the Somali Region, many pastoralists have had to change their livelihoods to become sedentary agro-pastoralists. This adaptation process requires new knowledge and technologies, combined with traditional knowledge.

Through FFS training in the SAHEWA project in Sudan, farmers learned agricultural practices adapted to climatic changes, e.g. how to use improved and drought resistant seeds and short-term maturing crops. Further, as the area is dry and with very little vegetation, drought resistant wild fruit trees and forest tree seedlings were planted around homes, farms, and community centres. The community members were equipped with the responsibility of protecting, maintaining, and monitoring the seedlings, also reducing the chances of them being cut down for charcoal. The trees are used as windbreaks and provide shade, and the fruits provide both food and income.



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

The theory of change is that if humanitarian and development agencies integrate life-saving actions with interventions aiming at long-term sustainability, and if they increase their strategic and practical cooperation, then they can enhance the impact and sustainability of resilience building efforts with communities living in fragile eco-systems and adverse socio-economic circumstances.

In Ethiopia, ADRA conducted a sensitisation workshop in Gode town to launch and explain the concepts and approaches of the programme, placing emphasis on the intention to build resilience among the vulnerable communities in a collaborated and coordinated manner. Representatives from the community, various government bodies, other NGOs present in the local area and finance institutes and research centres were present, with a total of 100 participants. The workshop was very beneficial as there were lots of questions about the practicality of the approach, in particular the high community contribution to implement action plans, which is very new to the area. The workshop also opened opportunities for capacity building and experience sharing with some key partners implementing similar projects in the surrounding areas. Moreover, ADRA facilitated the development of a Project Technical Steering Committee, including 10 representatives of relevant stakeholders, including government sector offices. The function of the committee is to evaluate the progress of the project, identify challenges and constraints to facilitate and correct when necessary.

Major Challenges and Deviations during 2019

As previously mentioned, the SAHEWA project was expected to be completed during the first quarter of 2019, but in the early months of the year, it was clear that in order to consolidate, understand and practice the learnings acquired through the introduction of the combined FFS and FMS approach, it was necessary to include the 2019 harvest period. This in practice meant that the project was extended until the end of 2019, with a strengthened focus on the activities within FFS and FMS. ADRA decided to build on these experiences and undertake a new phase of the project with a strategic expansion into Central Darfur in 2020, namely the SCEED project. The farmers who participated in the SAHEWA project have also been active in sharing and training the farmers in the SCEED project, ensuring that the positive lessons learned are understood and adopted.

Through the TMP project, ADRA had planned to construct two clean water systems by the end of 2019, but unfortunately it was only possible to complete one construction, due to delays in the approval of the design for the second system. The second water system, which was to be built in Wad Abkaraia in Al Salam locality, was expected to provide access to water for a further 12 villages and benefit at least 12,500 individuals. The delay in approval was attributed to the liquidity and fuel crises experienced across the country, which meant that the relevant government agencies were not able to mobilise their staff to



verify the design's quality and relevance. The completion of the approval and procurement process only came in November 2019, after which the construction commenced but was not due to be completed until May 2020.

In Ethiopia, the CAP and VSLA approaches are still very new to the engaged communities and their uptake has been slow. Communities have relied on service delivery from development agencies for decades, and therefore approaches requiring financial contributions from participants involve lengthy discussions and sensitisation of both communities and local government officials. This is still expected to be a challenge in the future, but ADRA will continue to work with the communities and support them in understanding the benefits of this approach. Exchange visits between ADRA Sudan and ADRA Ethiopia staff have also been a great support.

Changes to Risk Assessment

While the formal civic space in Ethiopia has widened considerably, it is still too early to see how this will play out in reality, and therefore it is too early to discard the risks associated with rigidity in controlling CSOs. ADRA has been present in Ethiopia for many years and has ably mitigates restrictive risks through timely planning, transparency and relationship building with the government at central and regional levels.

In Sudan, civic space remains narrow. There are still no signs of reduced government interference in CSO activities, but due to the revolution and the uncertain future, ADRA has experienced serious delays in obtaining technical agreements, and there are still delays or refusals of visas for visiting development partners. ADRA will continue to maintain an open dialogue with authorities to try and mitigate further delays.

RiHA is implemented in conflict-prone areas, and the recent conflict in Somali Region (Ethiopia) and the insecurity in Darfur (Sudan) pose risks to the implementation of the RiHA programme. ADRA monitors the situation very closely, and as ADRA's local staff are from the region, they are able to report daily on the situation. There is a risk to the security of ADRA Denmark staff in Ethiopia and Sudan in general, and in Somali Region in particular. ADRA will continue to closely monitor the situation, particularly in the lead up to any planned travel in the area.

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. ADRA Sudan has increasingly adopted them in other projects, even some not implemented together with ADRA Denmark. 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 not new, it will be mitigated by working with likeminded CSOs, gradually influencing donors and other actors to work in the nexus between relief and development.

Humanitarian Programming (Lot HUM)

Protracted crises are one of the most challenging contexts in which to relieve human suffering. Often the immediate provision of life-saving measures such as food, shelter, health, water, and protection are given first priority. Nevertheless, through ADRA's funding from Lot HUM, our responses, focused in South Sudan, Syria and Yemen, are integrated with approaches that strengthen people's adaptive capacities against shocks and stressors. We embed resilience by enabling affected populations to 'bounce back *better*', leaving communities stronger and more robust. In 2019, these three projects reached over 38,000 beneficiaries through improving access to education, WASH and other basic services, paving the way for resilience building processes.

In our response to sudden-onset emergencies, ADRA Denmark is able to deploy our Flex Funding to ensure immediate needs are met in the aftermath of a disaster. Often, we rely on our relationship with the international ADRA network to scale up the response, whereby funds are pooled from the various supporting offices from across the network. The immediate response is based on the needs, priorities and capacities of the affected populations, building on the specific technical and sector competencies of the local ADRA organisation, which has the contextual knowledge and ability to provide a rapid response. Our humanitarian assistance addresses basic



immediate needs such as food, shelter, water, sanitation and hygiene and is carried out in close coordination with relevant stakeholders in the cluster system and in accordance with agreed standards. With the limited funding available, it is not possible to assist during all emergencies and thus we respond where most lives are at risk and where access is provided through ADRA partners. In 2019, ADRA Denmark supported over 26,000 beneficiaries with immediate relief and life-saving assistance across four countries, namely Malawi, Uganda, Ethiopia and South Sudan.

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. Once stability returned, the project relocated back to Nasir and Maiwut counties in Upper Nile. Nevertheless, conflict continued to affect implementation, and activities were suspended for two months in Maiwut during August and September after an escalation in violence and mass-displacement.

ADRA's project aided 4,564 children in eight schools throughout 2019. ADRA's interventions increased the enrolment and retention of children in school, through the construction and rehabilitation of learning structures, promoting improved hygiene and sanitation practices and championing the rights of girls. ADRA South Sudan also managed to successfully respond to the changing context and insecurity throughout the reporting period and were able to restart activities as soon as it was safe to do so for both staff and beneficiaries.

During the year, ADRA South Sudan also secured funding for Education in Emergency from Norad, via ADRA Norway. This project was planned to be implemented in Maiwut, addressing the needs of other schools in the area, particularly in regard to psychosocial support and referrals, training and mentoring of teachers, working with school clubs and supporting vulnerable girls with in-kind support. After the conflict that triggered displacement in Maiwut, the Education in Emergency funding was extended to Nasir in the month of September, complementing the activities implemented by the BRES project in the county.

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

	Target 2018	Result 2018	Target 2019	Result 2019
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)	5,397 (2738 girls, 2,649 boys)	4,564 (2,184 girls, 2,380 boys)
Change Area A: Teachers and education authorities in Nasir and Maiwut counties have improved capacity to ensure quality teaching				
# of education facilitators conducting classes according to agreed upon standards (contributing to SDG Target 4.a)	138 teachers trained	150 teachers trained	100 teachers trained	100 teachers trained
Change Area B: Target communities support the enrolment and retention of children (especially girls and children with disabilities) in schools				
# of trained education authorities, school managers, 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	8 PTAs & 8 SMC	8 PTAs & 8 SMC trained 20 education authorities trained



Change Area C: School children in target areas have access to improved infrastructure and WASH facilities appropriate for both girls and boys including children with disabilities

# number of functional gender segregated latrines and hand-washing facilities in targeted school (contributing to SDG Target 4.5, 4.a, 6.2)	2 latrines (total of 7 stances), 14 handwashing facilities	2 latrines (total of 7 stances), 14 handwashing facilities installed	6 latrines, 16 handwashing facilities	2 latrines (total of 4 stances), 2 handwashing facilities + 4 handwashing facilities by the EiE Norad funded project
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Context Updates

Due to the improved security situation in Upper Nile in late 2018 and early 2019, the BRES Project was able to start its activities in Upper Nile State (Nasir and Maiwut counties) in February 2019. Despite what looked like a period of relative stability for the area, at least in comparison to previous years, at the end of July 2019 fighting broke out between the leadership of the Sudan People's Liberation Movement-in-Opposition, who controlled the area, and youths of one of the largest clans in Maiwut. This resulted in evacuations of ADRA staff and also large sections of the population fleeing once again. The insecurity persisted throughout August and three weeks into September. Project activities were suspended during this time. However, on the 22nd of September 2019, one of the warring parties in Maiwut declared allegiance to the Government of South Sudan, which returned stability to the area. ADRA conducted a needs assessment in Maiwut in October 2019 in order to assess the security situation and the community needs. The assessment team found significant needs in regard to education, protections needs, food security and livelihoods and WASH. During the assessment, the area was noted to be secure and 70% of the displaced population was reported to have returned to their homes. Within October, schools were all operational and ADRA started again implementing activities. The security situation has been closely monitored by ADRA and contingency plans are in place.

Despite the signing of the Revitalised Agreement on the Resolution in South Sudan, the economy was still very unstable. High inflation led to limited access to basic services across the country and left households even more vulnerable. Further, the government did not have adequate funds for education services in the areas it controlled, with the situation in Upper Nile worse, with no education support at all – neither in the newly government controlled areas (as Maiwut) or the opposition controlled areas (as Nasir).

There were massive returns of communities from the refugee camps in Ethiopia, settling in both Nasir and Maiwut (approximately 64,966 people in Nasir and 35,000 people in Maiwut), all in dire need of support from humanitarian partners, as there is no support from government available to these returnees and IDPs. According to the local authorities, out of the 78% population that fled by 2017, 50% have now returned. The influx was attributed to shortage of food among host communities.

In October, serious flooding affected communities within greater Nasir and Maiwut, particularly areas near the Sobat river. Lives were lost, properties were destroyed, and families were displaced. The displaced people were exposed to many risks such as snake bites, water borne diseases, lack of shelter and food. With support from ADRA Denmark's Flexible Funding and the ADRA network, ADRA South Sudan was able to respond to the needs of 1,510 flood affected households. The households were supported with non-food items (NFIs). Further details are provided in the 'Summary Account of the Use of Flexible Funding', below. ADRA also coordinated with a number of other actors in the area, for example World Vision, WHO and UNICEF, in conducting assessments and ensuring the provision of food for the affected households.

Major Achievements during 2019

Change Area A: Teachers and education authorities in Nasir and Maiwut counties have improved capacity to ensure quality teaching

The theory of change is that if teachers are trained, learning materials are provided and the capacity of education authorities to supervise teachers is strengthened; if teaching is improved, and education authorities supervise and support the teachers; if learning is improved, the syllabus/curriculum is timely covered; then there will be improved learning outcomes that enable students to pass exams leading to increases in literacy rates.

Teachers are an essential part of the education system and it is difficult to attract and retain them in this challenging environment. ADRA supported eight primary schools (five in Maiwut County and three in Nasir County) and worked with teachers to strengthen their skills in conducting child centred teaching. In 2019, 100 teachers were trained in child centred learning methods, code of conduct, child protection and school administration. After the trainings, ADRA, through monitoring visits, observed that teachers were able to identify children with protection needs. All children (41 boys, 36 girls) identified with protection needs were given basic support (counselling) by the teachers in coordination with ADRA staff, and others were referred to Maiwut Primary Health Care Unit or across the Ethiopian border to Gambella hospital.

ADRA continued to provide an incentive of USD 40 per month to teachers in line with the Education Cluster standards, as the national IMPACT programme⁵ does not cover Nasir and Maiwut due to the protracted conflict. This incentive is vitally important, as without it, teachers do not earn a salary and very often will not attend classes since they need to find other sources of income.



ADRA also strengthened the capacity of education officials to provide school supervision and support teachers. During 2019, 20 county and payam education officers were trained in school supervision and inspection, and they were all found to be applying their new knowledge and skills. Further, 55% of all recommendations made during the school inspections were

implemented by the officials. However, this was short of the 70% target at the end of the year, largely due to the inaccessibility of the schools during the rainy seasons.

⁵ During 2018, the European Union funded IMPACT programme, which provides incentives for teachers countrywide, was reduced excluding the BRES supported schools. ADRA therefore took responsibility for paying teachers in the supported primary schools, as otherwise the schools would have enforced school fees, risking large numbers of children dropping out.



Due to the sustained school supervision by the education officials and improved capacity of teachers, Primary 8 (P8) classes were prepared to sit for end of primary exams. ADRA South Sudan successfully facilitated the process of transporting P8 examinations from Juba to Maiwut and Nasir. The officials (for the first time since 2013 as a result of the conflict) coordinated with ADRA to administer the P8 exams for a total of 235 candidates (155 boys and 70 girls), whereby 14 students passed (3 female, 11 male). The sitting for this examination was an essential first step for initiating a discussion about opening a secondary school in the area in the future and a motivation to strengthen the entire education system in Upper Nile.

Further, learning materials were provided to 4,315 (2237 boys, 2078 girls) children, whereby by the end of the year, 92% of the children were using the materials. The school materials proved to be a great incentive for improved enrolment and retention at the supported schools. In Maiwut there were only 537 children (348 boys, 189 girls) at Gainen Primary School at the beginning of the year. However, after the distribution of these materials, the number of children increased to 989 children (404 boys, 585 girls), suggesting that it was the lack of materials that was preventing the children from gaining an education. However, as a result of the conflict in Maiwut in the second half of the year, the children once again lost all of their belongings and school materials. The project supported by Norad has been instrumental in supplementing the lost materials.

Change Area B: Target communities support the enrolment and retention of children (especially girls and children with disabilities) in schools

The theory of change is that if needs are assessed, and target groups are selected; if community groups (PTAs, CLGs, and SMCs) are mobilised and trained and action points agreed; if community groups/local leaders mobilise parents and develop by-laws and guidelines to support education (especially of girls); if parents/guardians respect the guidelines/by-laws, i.e. early/forced marriages and household chores for children, especially girls, are reduced; then there will be increased enrolment and retention of children (especially girls and CWD) in schools and improved learning outcome leading to increased literacy rates.

Throughout 2019, enrolment and retention in eight schools in Nasir and Maiwut counties were improved, whereby the school year started with 3,234 children (2,025 boys, 1,209 girls) enrolled and ended with 4,075 children (2,097 boys, 1,978 girls) in December.

ADRA continued to work in partnership with School Management Committees (SMCs) and Parent Teacher Associations (PTAs) to strengthen school leadership and increase retention of children. The established PTA/SMC structures have created active parental participation in school activities. ADRA trained and mentored 119 members (67 females, 52 males) of eight 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 seven out of the eight schools (Turu Primary School was still affected as a result of the conflict) were implementing work plans on school improvement and resource mobilisation. Additionally, after the conflict in Maiwut, the PTAs were critical in mobilising the children to go back to school, without which many children would have been at risk of joining or being forced into military activities.

Community Leader Groups (CLGs) comprising of chiefs, opinion leaders, religious leaders, payam education officials, etc., were trained in community and resource mobilisation, problem identification, and community dialogues to create access to education, especially for girls and children with disabilities. For example, the CLGs and PTAs/SMCs passed a resolution to ensure that all school desks that were taken by the community were collected and given back to the schools. In Gainen and Kulong Primary Schools, 100 desks were collected and returned to the schools. The community chiefs of another CLG mobilised resources and volunteers and ensured that school surroundings were cleared and clean from any bushes.

Through the BRES project, ADRA was able to significantly contribute to an increased enrolment of girls by promoting girls' education through in-kind support, such as dignity kits to 900 girls and the establishment of gender segregated WASH infrastructure. As a result of this distribution of dignity kits, the enrolment rate of girls



improved, from 1,513 to 1,528 and the girls already attending classes continued to do so until the end of the school year.

Change Area C: School children in target areas have access to improved infrastructure and WASH facilities appropriate for both girls and boys including children with disabilities

The theory of change is that if the construction/rehabilitation of infrastructure including WASH facilities is appropriate for girls, boys and children with CWD and awareness on proper use is created; if appropriate utilisation of infrastructure and WASH facilities for boys, girls and CWD is practiced; then there will be increased enrolment and retention and improved learning outcomes for all children.

To secure a safe learning environment, ADRA constructed six temporary learning blocks, with two classes per block, across five schools (three in Nasir and two in Maiwut), benefitting 800 children (429 boys, 371 girls) attending these schools, including 62 children with disabilities. The constructed classrooms have helped protect these children from a lack of shelter and have prevented disruptions to learning due to bad weather during the rainy season. Additionally, 500 school benches were constructed locally for the classrooms, benefitting 1,500 children (890 boys, 610 girls) in Maiwut.

To reduce risks of WASH related illnesses and improve safety for girls, gender segregated emergency ventilated pit latrines were also constructed in Nasir County. ADRA improved access to WASH facilities, constructing two latrine blocks with four stances and two handwashing facilities at Pinythor Primary School, improving the access to improved sanitation facilities for 477 children (278 boys, 199 girls). An additional four hand washing facilities were provided by the project supported by Norad.

In Nasir, water purification tablets were also distributed to the schools to avoid the spreading of diseases, resulting from untreated water. Five schools received water purifying tablets. In previous years, the BRES project has constructed or rehabilitated boreholes, and although this is a lengthy and expensive option, it is a more sustainable approach than the distribution of tablets. Resuming the construction of boreholes is being considered for future phases of the programme, if costs can be shared with the Norad supported project.

Hygiene and sanitation promotion also took place, promoting hand washing practices, awareness on prevention of water-related illnesses and clean-up campaigns. During the year, 100 teachers (84 males and 16 females) were trained on hygiene and sanitation awareness and subsequently conducted 13 hygiene and sanitation campaigns, whereby 4,075 children participated in these trainings. As a result of the project activities, 45% of the pupils in the targeted schools demonstrated good hygiene and sanitation practice by the end of 2019. The trainings also gave the children the knowledge and skills to start cleaning the school environment so that dangerous animals, such as snakes, would not come onto the school grounds.

Major Challenges and Deviations during 2019

The conflict in Maiwut disrupted the education programme for two months (August to September). During this period, all learning activities were halted. Most of the children's school materials such as exercise books, textbooks and learning facilities were vandalised or destroyed. Girls also lost their dignity kits. Communities were displaced, property lost, and the already huge humanitarian needs were exacerbated. In order to reclaim the progress that had been made in these communities, the project supported by Norad replaced much of the lost



learning materials, and other humanitarian actors present in the area were called upon to support the communities with food and shelter.

Teachers have been complaining about the low incentive of only USD 40, which is highly demotivating. This challenge was faced across all schools in Maiwut and Nasir. The incentives are intended as a supplement to salaries, however, as teachers in these areas



do not receive salaries from the government, the rate is understandably considered too low. It was, however, the Education Cluster in South Sudan which set this rate for all humanitarian actors to apply. ADRA, alongside a number of other NGOs, has advocated to the Government in Juba for salary payments for teachers in opposition-controlled areas, but yet to no avail.

At the national level, the government has called for incentives to be paid in South Sudan Pounds but ADRA has been able to explain that South Sudan Pounds are not used in Maiwut and Nasir Counties. The Ethiopian Birr is the legal tender in these areas because all goods come from Ethiopia. Consequently, ADRA has successfully advocated for payment in USD.

There have been constant changes of head teachers and County Education Authorities in the education sector within Maiwut and Nasir. The many episodes of violence have resulted in significant displacement, and therefore the retention of staff, resources and knowledge is difficult. Consequently, there are significant gaps within the system and the impact of the project was limited.

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 improved security situation in Upper Nile in late 2018 and early 2019 resulted in the project-restarting activities in Upper Nile in February 2019, after a period in Juba. However, due to the insecurity, and the compromised safety of the local population, activities were suspended at various points throughout the year, including two months pause in Maiwut during August and September. Peace was once again restored, however, the uncertainty of the situation and the constant need for communities to restart their lives remains the largest hazard to project implementation and the possibility of a lasting impact of the intervention.

During 2019, there was a significant influx of returnees from refugee camps in Ethiopia, resettling in both Nasir and Maiwut. The influx of people has stressed the already limited resources in the community, further exacerbating the enormous needs. In regard to project implementation, the gains made in improving the conditions for children attending school are at risk of being undermined as consequence of this. The basic needs of the population are not being met and there is a continuous need to lobby and advocate to the government, policy makers, and the international and NGO community for additional support to the affected areas.

The lack of safety for NGO staff remained a challenge during 2019, with South Sudan continuing to experience some of the highest number of attacks on aid operations. ADRA South Sudan continued to mitigate risks by strictly following the NGOs security advisory directives allocating certain areas as no-go zones for NGO workers.



Syria

Through the Vulnerable Communities Live in Dignity (VCD) project, ADRA in 2019 continued providing crucial assistance to vulnerable communities in Homs. 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*. 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 since been provided. A settlement agreement in 2018 has allowed assistance to be delivered and families to return and has 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 have been designed accordingly.

Through the VCD project, ADRA had an impact on a total of 8,468 individuals (2,013 men, 2,047 women, 2,487 boys and 1,921 girls) across Homs governorate in 2019. This number will increase to more than 16,000 once the rehabilitated health centre opens. 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. By the end of the year, 87% of livelihood beneficiaries reported a reduction in negative coping strategies.

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

	Target 2018	Result 2018	Target 2019	Result 2019
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%	75%	87%
% of beneficiaries interviewed in target areas report having access to basic services (health, education, water, sanitation)	75%	93%	75%	88%*
Change Area A: Economic self-reliance among vulnerable and productive households in Homs is strengthened				
# of individuals benefiting from improved basic services (including schools, water and sanitation) (contributing to SDG Target 1.4, 4.1, 6.2)	5,000 (WASH)	2,000 (WASH)	8,000 (WASH)	7,500 (WASH)
	1,500 (education)	2,940 (education)	1,080 (education)	856 (education)
	7,000 (health)	9,930 (health)	8,000 (health)	0 (health)
Change Area B: Access to basic services including water, sewerage, education and health in areas damaged by conflict or facing increased pressure due to the influx of IDPs is enhanced				
% of beneficiaries reporting improvements in income as a result of project activities (contributing to SDG Target 1.1/1.2)	80%	91%	80%	100%

*Covering only Akrad Dasnieh, where the WASH intervention was implemented.



Context Updates

In the ninth year of the crisis, the humanitarian needs in Syria remained staggering in terms of scale, severity and complexity, with protection risks persisting in a number of areas. According to the Humanitarian Needs Overview 2019, a total of 11.7 million people were still in need of humanitarian assistance, including 6.2 million people that are internally displaced.

With the consolidation of government control and changing territorial landscape, there has been an increasing level and pace of return of IDPs and refugees. Between the 24th of March and the 3rd of September 2019, an estimated 18,787 people departed Rukban Camp, many of these returning to their original homes in Homs and rural Homs governorate, while others remained in the camp, or left to other areas. With this large number of returnees, a correspondingly large need for renewed public services and infrastructure emerged such as health care, education, and WASH network services. Among these areas, northern rural Homs was one of the least targeted areas by international humanitarian organisations and people there still live in dire conditions with heavily damaged infrastructure and no access to the most basic services. The newly accessible Eastern rural Homs also witnessed the return of a large number of people whose needs remained critical. ADRA intervened in both areas during 2019.

Sanctions against Syria as well as the economic crisis in Lebanon made it increasingly difficult to transfer funds to Syria during the end of 2019 and into 2020, having the potential to impact the delivery of humanitarian aid.

Major Achievements during 2019

Change Area A: Economic self-reliance among vulnerable and productive households in Homs is strengthened

The theory of change is that if beneficiaries are trained in relevant business skills and receive an income generation grant of an appropriate amount; if the income generation grant is used to establish an operational income generation activity; if the income generation activity is able to identify a market for the goods or services offered, and starts to generate small incomes that are sustained for more than 6 months; then vulnerable communities employ positive coping strategies, are more self-reliant and live with increased dignity.

In addition to forcing over half the Syrian population into poverty and nearly one third into food insecurity, the crisis has eroded the very foundations of the livelihoods of the Syrian people in what was once a middle-income country. Thus, as the situation continued to stabilise in ADRA's areas of operation, our interventions became increasingly aimed at gradually building resilience at the household and community level to help families become less reliant of humanitarian assistance and less likely to utilise negative coping mechanisms, which often include further depleting productive household assets.

ADRA selected, trained and provided in-kind livelihood grants to 54 beneficiaries (16 males and 38 females), who now have 54 small-scale businesses up and running in a wide variety of professions. The small businesses include car mechanics, pet bird and cattle raising, tailors, wool selling, hairdressers, as well as shops to sell toys, books, clothes and educational tools. All beneficiaries reported an increase in their income and an improvement in their livelihood due to the livelihood grant. The intervention also had a positive impact on coping mechanisms. For instance, the need to borrow money to buy food items was reduced from 70% prior to the intervention to 9%.



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

The theory of change is that if infrastructure rehabilitation projects are completed and handover documents signed; if the infrastructure is staffed and fully operational; and if beneficiaries are able and willing to access and use the rehabilitated infrastructure; then enhanced access to infrastructure translates positively into beneficiary households, and vulnerable communities employ positive coping strategies, are more self-reliant and live with increased dignity.

Years of conflict have severely hampered access to quality basic services, and while the infrastructure still exists in many parts of the country, disrepair and destruction has resulted in significantly reduced functionality. To address the multiple needs faced by IDPs, returning families and host communities, ADRA continued to rehabilitate water, sewerage, education and health facilities. Access to clean water and functioning sewerage had a positive impact on physical health, as well as the sense of living with dignity. Access to e.g. education also contributed to improved protection, whereby children attending school were less at risk of child labour, early marriage and crime. In combination, this supported vulnerable communities in regaining a sense of normality and dignity and contributed to strengthening their resilience.

Improved Education Facilities

In 2019, ADRA rehabilitated a total of 36 classrooms in two schools in Palmyra, so far benefitting 856 students (803 boys and 53 girls). The number of beneficiaries is expected to increase in the coming school year starting September 2020, due to many families continually returning to the area. The rehabilitation included repairing walls and staircases, installing windows and doors, renovating and segregating girls' and boys' latrines, providing access to safe and clean water, as well as supplying school furniture. Ramps were also installed in each school to make the buildings safe and easily accessible for children with disabilities. The schools are now operational, and positive feedback has been received by students, parents, teachers, and principals. The intervention has had a positive impact not only on the beneficiaries of the school rehabilitation who can now study in an improved learning environment but also on children from schools in the surrounding communities where the number of students per classroom has decreased from 55 students to 45.

Water/Sewerage System Rehabilitation

In 2019, ADRA improved access to clean and safe water in Akrad Dasnieh, a village in northern rural Homs. Before the crisis, the village was inhabited by 5,000 individuals, but the number had increased to approximately 7,500 people, partly due to the presence of IDPs from surrounding villages. Many inhabitants did not have water from the main network and depended on water trucking or private boreholes, and those who were connected only received water once a week. This caused an economic burden for people needing to pay for drinking water, irrigation of agricultural land and for livestock. Furthermore, pipelines were made from asbestos, and illegal water connections from the main pipeline by some families who desperately needed the water inadvertently had damaged the network.

ADRA's rehabilitation of the water network dramatically improved access to safe, sufficient water in the area and greatly influenced the daily lives of beneficiaries as they now receive water three times a week. Beneficiaries stated that while previously, they barely had enough water for drinking, now they have more than enough for drinking, washing, irrigation and general hygiene, improving their lives considerably.



Improved Health Facilities

To help improve access to health care for vulnerable communities, ADRA rehabilitated Al Qusor health centre, which is expected to directly benefit an estimated 8,000 patients. The centre had been out of service since 2015 due to damage and lacked rehabilitation of WASH facilities, doors, windows and electricity. At the time of rehabilitation, Al Qusor and the surrounding neighbourhoods of Al Bayada and Al Tameenat had no hospitals or functional health centres, forcing the 100,000 residents of these areas to travel to Qarme Zeitoon, which is far away and overcrowded, for medical services.

The rehabilitation of the centre was significant for the community. However, the centre experienced delays in opening due to problems with electricity and provision of a generator for the centre. These issues were solved in the first quarter of 2020, and two sections of the health centre became operational in April 2020 (the Emergency Room (ER) as well as the family-planning section), whereas the remaining sections are still on hold as the Health Department's efforts have been directed towards the combatting of COVID-19.

Once fully operational, people will have access to health services in a safe and improved environment. The centre is the only one with a thalassemia⁶ section in Homs, and the polyclinics in the centre will serve four neighbourhoods with a population of around 100,000 people.

Major Challenges and Deviations during 2019

The health centre did not reopen immediately after the rehabilitation was complete, due to the lack of stable electricity or a generator, which would have ensured a steady flow of power to medical equipment. Therefore, the targeted population will only start benefiting from the rehabilitation in 2020. A key lesson learned from this was that the post operation of the project should be included in the project plan to avoid any hidden risks similar to the lack of stable electricity preventing the medical centre from opening even though the building was ready.

One of the challenges experienced during school rehabilitation was that the Ministry of Education changed one of the schools from an elementary to a secondary school as it is close to the main road, which might have been a protection issue for young students. Due to the large number of secondary students, however, the school was overcrowded, forcing the school to run classes in two shifts and to utilise a supplementary building that was heavily damaged and not yet rehabilitated. The stark difference between the newly rehabilitated, colourful, fully furnished building and the stark, still damaged supplementary building with old, broken furniture caused tensions between the students of the different blocks, which is a very undesirable outcome. ADRA will look into the possibility of completing the supplementary building in the upcoming year.

Due to security issues, the end line survey could only be conducted in one location (Akrad Dasnieh), where ADRA rehabilitated the water network. While the general security situation in the area of implementation remained stable, it is still a sensitive area, and most assessments (including baseline and endline surveys) are conducted unofficially. The areas selected for intervention were areas of new returnees that had only recently become accessible, and these areas are usually under closer scrutiny than other areas like Akdrad Dasnieh, which are more open and where assessments are relatively easily conducted.

Developments in Key Risk Factors

ADRA only faced minor difficulties in terms of accessing necessary approvals from authorities as activity plans and preparations were made well ahead of time, a key lesson learned from 2018. ADRA was also able to hire qualified contractors without any difficulty, who successfully completed the works.

In terms of security, the general security situation in the areas of intervention remained stable throughout 2019. ADRA staff made sure to assess all locations before implementing activities, such as unexploded ordnances, tensions between groups or the probability of an escalation of fighting. When intervening in northern rural Homs,

⁶ Thalassemia is a genetic blood disorder, which in its acute form requires demanding treatments. This disease largely affects populations in the Middle East, such as Lebanon and Syria, and in the Mediterranean basin.



ADRA constantly followed up on the situation ensuring the location was safe for intervention. This helped ADRA avoid any security risks that may have endangered staff, beneficiaries or stakeholders.

Since November 2019, ADRA has experienced various challenges in terms of funds transfers to Syria. This has had no direct impact on project activities in VCD as planned activities were completed by then. However, the financial crisis in Lebanon has blocked ADRA’s access to funds in Lebanon, and funds, which were transferred to ADRA’s account in Lebanon prior to the crisis in November are effectively frozen. For VCD, this amounts to 55,416 USD. ADRA continues to follow up with its bank in Lebanon (Bank of Beirut) to release the funds received before November 15, 2019. This includes meetings and follow-up through key Lebanese individuals, the UN Humanitarian Coordinator in Syria, embassies and donors. In order to avoid future liquidity shortages due to funds transfer challenges, ADRA will continue to ensure accurate financial projections and include contingency funds to ensure sufficient liquidity over an extended period of time. The situation has improved in 2020, however ADRA is exploring alternative routes for funds transfers directly from Denmark to Damascus, as well as alternative payment options for contractors.

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 Basateen, Aden since 2013. Basateen has one of the largest concentrations of urban refugees and migrants in Yemen, hosting approximately 50,000 refugees, and is one of the most vulnerable and marginalised areas of Aden receiving very little attention from government authorities, even before the conflict.

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 3,621 households, or approximately 25,000 people through the implemented activities, despite the continuing deteriorating context. The activities were supported through additional funding from the Novo Nordisk Foundation, which enabled 300 participants to participate in the cash-for-work activities. Despite the challenging implementation environment, 84% of those interviewed through the end line survey reported an increased perception of personal and community safety and improved living conditions.

Going into 2019, the project design was adapted in to order to better match the needs of the affected communities, 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			
	2019 Target	2019 Baseline	2019 Result
Overall Objective: To address critical humanitarian needs and contribute to the stabilisation of conflict-affected communities in Aden, Yemen			
% of targeted community members reporting increased perception of personal and community safety and improved living conditions	70%	43.5%	84%
Change Area A: Prevalence of SGBV in crisis-affected communities has decreased			
% of targeted community members reporting decreased SGBV incidents in their community	70%	35.7%	89%
Change Area B: Vulnerable beneficiaries enjoy improved hygiene conditions in their communities and additional household income			



% of targeted community members reporting improved living conditions	70%	54.7%	67.8%
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Change Area C: Access to livelihoods for vulnerable and productive households is enhanced

% of targeted households report being able to meet their basic needs	70%	46.8%	71.9%
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Context Updates

In 2019, the conflict in Yemen had lasted for four years and the humanitarian crisis was still the worst in the world. A higher percentage of people faced death, hunger and disease than in any other country or crisis. The degree of suffering was unprecedented – 80% of the entire population required some form of humanitarian assistance and protection, with the number of people in acute need 27% higher than in 2018. 3.3 million people were displaced – of these more than 685,000 people were newly displaced in the past year with an increase in fighting in Hodeida and along the western coast. The conflict caused widespread disruption of economic activities and dramatically diminished employment and income opportunities in the private and public sectors. Poverty rates dramatically increased, with an estimated 81% of Yemenis living below the poverty line – an increase of one-third since 2014. Severe exchange rate fluctuations further undermined the Yemeni economy, which relies heavily on imports, and drastically undermined the purchasing power.

Despite the security situation in the country and particularly in Aden, refugees, asylum-seekers and migrants continued to undertake the perilous journey towards the southern coastal governorates of Yemen. In April-May 2019, some 5,000 new arrivals, mainly migrants, were detained across three governorates, with some 3,000 detained in a derelict stadium in Aden. Refugees and asylum-seekers in Yemen faced severe challenges due to the ongoing conflict, deteriorating socio-economic conditions, and nearly non-existent livelihood opportunities, compounded by discrimination, marginalisation and a shrinking protection space.

The renewal of conflict in Aden in August 2019 between the Southern Transitional Council and forces loyal to the Yemeni government further deteriorated the security situation. It resulted in the closing of most of the government offices as well as air and seaports, and main government services such as electricity and water were disrupted, so citizens lived for days without these basic services. Forced curfews were passed in all districts of Aden and shooting was heard clearly in different parts of the city.

Major Achievements during 2019

Change Area A: Prevalence of SGBV in crisis-affected communities in Basateen, Aden has decreased

The theory of change is that if advocacy teams are trained and capable of delivering high quality training; if communities and authorities are sensitised in SGBV, and are more aware of children's and women's rights; and if communities and authorities begin to change behaviour and actively protect children's and women's rights; then women and children enjoy enhanced safety, and the prevalence of SGBV rates will be reduced.

As a result of the ongoing conflict and absence of security and law enforcement, more and more people experienced protection risks, especially in marginalised areas like Basateen. During 2019, ADRA was able to reach out to communities through awareness sessions as well as to reach duty-bearers through advocacy campaigns.

Awareness activities included sexual harassment, child labour, begging, early marriage, and domestic violence. The messages from the awareness sessions reached residents from across Basateen, including refugees, asylum seekers, displaced, host communities and marginalised groups. ADRA directly engaged 1,067 representatives from the community, including local leaders, women's groups, youth and men's groups, for the awareness sessions and trainings, who were tasked with disseminating the information. By the end of the year, 84% of



targeted community members reported an increased perception of personal and community safety and improved living conditions and 89% reported decreased SGBV incidences in their community.

Advocacy campaigns took place in Basateen addressing gender-based violence (GBV), as well as child protection issues. The direct number of beneficiaries from the GBV advocacy campaigns were 360 people, while the child protection campaign reached 381 children. This is the first time that children were specifically targeted during child protection activities. The unsafe environment and bleak situation increasingly forced desperate families to enrol their children into armed groups, marry off their young daughters or use their children for labour. By targeting children and not just their parents or other adults within the community, the children became more aware of their rights, what to do and who they can contact when they experience or are at risk of abuse.

Both campaigns were very interactive and ADRA's staff conducted awareness raising sessions and group discussions among women and men, as well as girls and boys, on self-identified protection issues, enabling community members to actively improve the safety and well-being of women and girls in their communities. As a result, 95% of targeted women, men and children reported increased knowledge and understanding of protection issues.

As a result, two cases related to child protection were referred to INTERSOS, an NGO providing psychological care in the area. Although this number is low considering the scale of the issue in Yemen, ADRA cannot refer any case unless asked for help and this does not usually happen. People often talk about issues on a general level and avoid specifying what happened and to whom. The communities are very conservative and issues like these attach a stigma to the whole family. ADRA therefore works closely with community members on these issues, so that they are seen as approachable and understanding of the local context. Many of the ADRA staff working in Basateen are from the area, and are composed of people with Yemeni, Somali and Ethiopian backgrounds. These factors are particularly important for understanding the problems faced by the communities in Basateen, allowing them to be accepted by the population, especially when dealing with very sensitive issues as child protection and women's rights.

The communities also identified the lack of streetlights as a significant protection risk. Women are more likely to face abuse or SGBV on dark streets, and therefore the construction of streetlights was a simple but very effective advocacy issue to rally around. The community youth group, after participating in the advocacy training activities with ADRA, submitted a proposal to INTERSOS and were granted USD 1,000 for the purchasing and installing of eight solar panelled streetlights. Their future advocacy activities include more streetlights, as well as installing security cameras in particularly vulnerable areas.

Community members were also made more aware of the referral system available to them, whereby they were able to benefit from the specialised services from other agencies. Both INTERSOS and the Norwegian Refugee Council provided assistance in obtaining formal documentation such as identification cards and birth certificates, especially for those who lost their documents fleeing their homes due to the conflict.

Additionally, ADRA Yemen advocated for women and child rights among formal duty-bearers in order to support the formation of a sustainable protective environment. ADRA organised an advocacy team among staff, with 12 members, who identified and selected the most critical protection issues raised by community members. Several coordination meetings took place with the local council, community committees and other stakeholders. Resources among local duty-bearers are very limited, but this is also partly used as an excuse for why they cannot act. It was therefore essential to build their sense of accountability and raise awareness about their responsibility to the community. After consistent pressure on local authorities the hygiene situation in the area was improved. Various locations across town were cleared of garbage and sewage, which had been left on the streets, significantly increasing the risk of disease, benefiting 1,571 households.



Change Area B: Vulnerable beneficiaries enjoy improved hygiene conditions and additional household incomes.

The theory of change is that if hygiene advocacy groups are formed, Cash for Work (CfW) projects identified, and beneficiaries selected; if hygiene advocacy campaigns are conducted and CfW environment rehabilitation projects implemented; if waste is removed and hygiene conditions within the community is improved; if communities understand and accept key hygiene messages, change behavior and benefit from additional income; then vulnerable communities of Basateen can enjoy improved hygiene and health conditions.

In response to the recurrent cholera epidemic as well as other diseases and taking into consideration the severe economic decline and loss of livelihoods, ADRA continued waste collection and disposal activities in selected neighbourhoods of Basateen, using the cash for work (CfW) modality to improve the hygiene and health situation of the area, while at the same time providing a temporary income for the most vulnerable households. In 2019, 663 beneficiaries were involved in six different CfW sessions, which started in April and ended in December. As a result of the intervention, 45% of surveyed residents felt public hygiene had improved.

Nigma Khasem, a young widow and mother of eight children, lost the very little she had during the start of the war, forcing her and her children to live on the streets or in makeshift huts and beg for whatever food they could find. When she was selected among the community to participate in the cash for work activities her life was changed. As a part of the programme, ADRA trained her in the importance of hygiene and enrolled her in garbage collection and disposal activities. Through the programme, she earned USD 220, which she decided to invest in a refrigerator to make and sell homemade ice cream. The income she now earns from ice cream helps her buy enough food for her children every day and has significantly improved her living conditions. She is so thankful to Allah for bringing ADRA to her community, and she hopes that the programme can help even more people just like her.

In order to improve the impact of hygiene awareness sessions at household level, hygiene kits were distributed to newly arrived households in Basateen. Most new arrivals cannot meet their basic needs, including hygiene materials. In the second half of 2019, 300 hygiene kits were distributed to displaced families, in close coordination with INTERSOS. The intervention prioritised new arrivals with female-headed households, families with small children or more than five children, and households with a person with disability, as well as those who had no network in Basateen. Upon receiving the hygiene kits, the beneficiaries participated in hygiene awareness sessions. 98% of the targeted households reported being satisfied with the content of the hygiene awareness sessions and the hygiene kits.

In addition, ADRA Yemen advocated among duty-bearers, as well as members of the WASH cluster, to prioritise the provision of clean water within these localities. The lack of funding and political will among duty-bearers resulted, however, in very little progress.

Change Area C: Access to livelihoods for vulnerable and productive households is enhanced

The theory of change is that if beneficiaries receive in-kind or in-cash income generation grants, and small businesses become operational; if business owners receive tailored on-the-job mentoring support and established links to potential markets as needed; if business is operational for + 6 months and is able to generate small incomes and profits, then business income can be transferred into household economy and positively affect household livelihood security.



Improving the livelihood opportunities for affected communities in Basateen was a new pilot activity for the ERB project, and as such, beneficiary numbers were limited, and they were closely monitored in order to generate learning for a future scale-up of livelihood support programming. Based on a competitive application process, 20 beneficiaries with previous experience in the field of work were carefully selected and divided by diversity into four groups: five Ethiopians, five Somalis, five IDPs and five Basateen local residents in order to account for language constraints and business type, which varied considerably between the different ethnic groups.

Rather than providing conventional business and proposal writing classroom training, ADRA Yemen established a mentoring relationship between beneficiaries and a mentor knowledgeable of the professional sector. The grant size was moderate (approximately USD 325 as well as necessary equipment) and all beneficiaries attended small business management sessions and received tips on saving and expanding their business. All 20 of the beneficiaries increased their incomes through their business activities and accessing markets to sell their goods and services.

As a child, Warda dreamed of being a famous tailor, turning simple cloth into beautiful dresses. She spent her time, practicing and copied her mother's friends, while all her peers were busy playing. When war broke out in Somalia, Warda, then a young woman, fled with her parents to Yemen. After settling in Basateen, Warda married and became a mother to four children, but never had the resources to buy a sewing machine. With the outbreak of the war in Yemen, life became very difficult for Warda and her young family. Until one day, when she saw ADRA staff distributing application forms for their livelihood grants. Warda applied for the programme and was selected.

After receiving professional training as well as a sewing machine, Warda has started selling her clothes at markets and for private customers. Her income has increased, and she is so proud of the small business she has created.

Major Challenges and Deviations during 2019

One of the most significant challenges faced in 2019 was that the referral system (on child protection and GBV), which did produce some results, was slow and there were often delays in receiving assistance. The level of need in Yemen is staggering and exceed the available resources, but in order for referral systems to be trusted and considered beneficial by the communities, they need to be effective. As such, ADRA will, in coming years, coordinate further with the relevant NGOs to speed up and improve the response. Service mapping is also planned to be conducted and beneficiaries will be informed of the different services they can receive from different actors.

Additionally, as needs are high, many community members consider themselves eligible for support from ADRA, but given funding limitations, only the most vulnerable households can be targeted. There were also complaints from community members that block leaders were asking beneficiaries for money in order to include them on beneficiary lists. ADRA tried to address these concerns and verified that those included were the most vulnerable. The recipient lists were also regularly reviewed and updated accordingly. ADRA is regularly informing both block leaders and community members that it is not possible to buy a position on recipient lists, and if proven that any block leaders have taken money for registering beneficiaries, ADRA will stop dealing with them.

Developments in Key Risk Factors

The implementation of the project in Yemen faced several risks in 2019, 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. Clashes between armed forces in August resulted in enforced curfews, and shooting was heard throughout the city. The conflict impacted the ADRA office as it was closed during the clashes and staff and beneficiaries were requested to remain in their houses for safety for about a week during August. Cash for work and hygiene kits distributions were suspended but were immediately resumed after the situation has improved. Tensions continued to mount, and the unpredictability of the situation



increased. ADRA Yemen ensured close monitoring of the security situation and regular communication with governmental offices, UN agencies, the humanitarian clusters, other NGOs, and community leaders.

Inflation and devaluation of the Yemeni Rial continued to pose serious challenges to procurement. Moreover, it negatively affected the risk of increasing poverty levels among the community members, who fall deeper and deeper into poverty each year the war continues. ADRA managed the exchange rate fluctuations through ongoing market analyses and a strict selection of vendors based on cost, quality and availability.

As the humanitarian situation continuously grew dire for the population of Yemen, so did frustrations and demands to be a part of the humanitarian interventions. ADRA Yemen closely coordinated with local authorities, community leaders and community members, but turned down scores of people who appealed to be included. ADRA Yemen used an open, transparent beneficiary selection process to mitigate against conflict over resources and tensions between refugees, IDPs and host community households and communication with the affected communities was increased. Additionally, specific complaint forms were developed for the ERB project, feeding into ADRA Yemen's general complaint handling policy.

Summary Account of the Use of Flexible Funds

The flexible funds, an annual allocation of 1.5 million DKK, are instrumental in allowing ADRA Denmark to support network partners to respond rapidly, appropriately and effectively in a disaster or crisis situation.

In 2019, ADRA Denmark supported four humanitarian interventions with our flexible funding, reaching over 33,000 individuals, responding to emergency needs in existing partner countries of Malawi, Uganda, Ethiopia and South Sudan. Three of the interventions responded to natural disasters (drought and flooding), whereas the one in Uganda addressed emergency needs in refugee camps. Two of them were implemented only with funding from ADRA Denmark.

In March 2019, cyclone Idai caused widescale flooding in **Malawi**, with close to one million people affected and 125,000 people displaced from their homes. ADRA Denmark supported a short-term response coordinated by the international ADRA network, providing relief assistance to 1,800 of the most affected vulnerable households in Phalome and Mulanje districts (9,000 individuals). With the intervention, ADRA Malawi improved access to shelter, through shelter kits and tarpaulins, as well as hygiene and sanitation for displaced families through the distribution of hygiene and kitchen kits.

ADRA Denmark supported with 70,000 USD out of the total budget of 109,000 USD, which was co-financed by different partners in the ADRA network.

South Sudan experienced flooding in June-October 2019, affecting more than 900,000 including 600,000 in Jonglei and the eastern part of Upper Nile (Ulang, Nasir, Longechuk and Maiwut). Many of the affected were IDPs and refugees who were already in need of humanitarian assistance. ADRA identified acute needs such as food, NFIs, access to health and WASH in Upper Nile and proposed to implement the acute emergency response. ADRA South Sudan focused on distribution of NFIs to 1,510 of the most vulnerable families (10,890 individuals), in the form of dignity and livelihood (fishing) kits, as well as NFIs such as mosquito nets, tarpaulins and blankets.

The project was funded with support from the international ADRA network. The total budget was 200,000 USD, out of which ADRA Denmark contributed with 49,250 USD.

In **Ethiopia**, Denmark supported an acute emergency response implemented by ADRA Ethiopia in Shebelle Zone in Somali region because of flooding in the second half of the year after months of drought. It aimed at increasing access to clean water through rehabilitation of wells as well as distributing essential NFIs to families affected by flooding in two remote areas of the Mustahil district, which receives little attention from authorities and NGOs. 919 families benefited from the rehabilitation of wells in two communities, in addition to 400 families (2,400 individuals) receiving NFIs (a total of 5,514 beneficiaries).

The total budget of the intervention was 615,000 DKK, financed with 500,000 DKK from flexible funding and the remaining from ADRA Denmark's collected funds.



In **Uganda**, ADRA supported an acute emergency response in Kyaka II refugee camp, which experienced a drastic increase in the number of refugees from the Democratic Republic of Congo. Targeting the most vulnerable new arrivals, ADRA increased access to clean water and sanitation for 2,512 households (8,055 individuals) by distributing water containers, hygiene kits as well as reusable dignity kits for women and girls. This was combined with training of local hygiene promoters and distribution of information materials about hygiene, sexual and gender-based violence.

The total budget was 100,000 USD of which 500,000 DKK was provided from ADRA Denmark's flexible funding and the remaining amount was financed by ADRA Denmark's own collected funds.

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 over 130 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.

In the eight countries where we operated in 2019, the local ADRA organisations were our primary partners. Most of the local ADRA organisations are self-governing organisations with their own board, responsible for their own structure and fundraising and with a base in their local Adventist constituency. They are rooted in the local community and therefore able to act as first responders if and when crises occur. We are increasingly coordinating capacity building initiatives with other supporting ADRA offices present in the country and encouraging our partners to develop a clear strategic approach to programming. ADRA Denmark strives to support these partners as directly as possible and build their capacity to be engaged and relevant civil society organisations.

In 2019, 82% of our funding under Lot HUM went directly to local ADRA partners.

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 being even more effective and working towards 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 possible number of beneficiaries/rights-holders. ADRA's 2019 SPA budget of 36 million DKK was strategically used through match funding contributions to a number of projects, resulting in the total reach of the agreement to almost 50 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 funding 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 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 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 expanding the ASC programme without the taking away from its existing activities. The total budget for the project was 954,000 DKK.

Additionally, in Burundi, the Safe Homes project, with match funding from *Danmarks Indsamling*, contributed to strengthening the capacity of civil society to improve the life of 800 orphans living in Cibitoke by identifying and training foster families to better cater for the orphans' physical, mental and emotional needs. The project coordinated with the ASC programme, also strengthened the knowledge and skills of duty-bearers of their role in ensuring the rights of orphans in the area. The budget of project, from 2018 to 2019, was 1.3 million DKK.

As with the Safe Homes project, the FAIR CHILD project in Uganda was also funded by *Danmarks Indsamling* and contributed to creating sustainable income sources for targeted Karamojong households. The project was supported by the "mature" CBGs from the ASC programme, who mentored the 15 FAIR CHILD CBGs, and through the ASC advocacy platforms, FAIR CHILD beneficiaries were linked to duty-bearers to discuss and address issues affecting targeted communities. The two-year project, ending in 2019, had a total budget of 2.2 million DKK.



Additional funds from Novo Nordisk (658,000 DKK) were granted to contribute to ADRA Denmark's ERB project in Yemen to include an additional 300 participants in the ERB CfW activities.

Funds from Lot HUM were also used as a match for the Assistance for the Syrian People in Response to Emergencies (ASPIRE) project in Syria, funded by ECHO. The objective of the project is '*Conflict-affected vulnerable communities and individuals in Syria are resilient and have improved access to basic services*' and complements the objectives within the VCD project. The total grant for the ASPIRE project is 1.6 million Euro, and the project was originally expected to run over one year but has been extended.

In addition to this, ADRA Syria in general applies a holistic and integrated approach to their development and implementation of projects. For example, the costs of the school rehabilitation in Palmyra were shared between VCD and the Improving Resilience and Coping Capacities in Syrian Communities (IRCC) project, funded by a Danida Single Grant, and damaged apartments in the area were rehabilitated with funding from the Office of U.S. Foreign Disaster Assistance. In Talbeiseh, the school rehabilitation was complemented by the rehabilitation of a health centre with funding from IRCC. ADRA Syria also distributed food vouchers and hygiene kits in the same



area with funding from another donor. Whereas the health centre in Al Qasour was rehabilitated under VCD, funds from IRCC allowed for the purchase of a generator, leading to the opening of the centre.

Lessons Learned and Achieved Results from 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.

The role of religious leaders in social justice

ADRA represents the global Adventist church with over 20 million members, 80,000 churches and a large network of education and health institutions that have the potential to play a more active role in promoting social justice and human rights. ADRA Denmark has initiated a process to strengthen cooperation across ADRA, the Adventist church and central Adventist institutions in Denmark, Malawi and Uganda. The process started positively in 2019 with workshops in Uganda and Malawi, whereby opportunities for closer cooperation were explored with leaders from the Adventist church and Adventist institutions, as well as ADRA in the respective countries. The Adventist Union President in Denmark – who is also the board chairperson of ADRA Denmark – was actively involved in the process and participated in both workshops. Participants discussed the theological basis for working with social justice and identified a number of issues for closer cooperation, for example promoting girl's right to education, women's rights, and discouraging negative social norms such as early marriages, Gender Based Violence and child labour.

Throughout the year, both ADRA Malawi and ADRA Uganda worked with various Adventist representatives in their respective countries to establish how to act as catalysts for social change and test innovative ways of engaging constituencies in promoting change. The Adventist church has a large member base in both of these countries and its potential to promote social justice is enormous. Unfortunately, the process has been hampered by the organisational challenges in ADRA and the Adventist Church in Malawi, and therefore future focus will be on the opportunities within Uganda.

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

During 2019, ADRA Denmark continued to test initiatives and further develop our approach to innovative partnerships, focusing mainly on creating income and jobs, particularly for youth.

ADRA Denmark's priority within private sector cooperation is to create strategic South–South partnerships by focusing on value chain development through engaging local companies, producers and other stakeholders. Various opportunities have been explored, analysed and discussed with both private sector actors and local ADRA offices in Uganda and Malawi but has not yet led to any concrete cooperation.

Despite the main focus on South-South partnerships, ADRA Denmark also continued to explore possibilities for partnerships with companies in the North. ADRA Denmark is currently discussing a partnership with the company Lifeshelter (www.lifeshelter.com), which is a very innovative company dedicated to improving living standards for refugees and internally displaced populations by providing sustainable and dignified low-cost shelter solutions. Bamboo is one of the construction elements, which is currently being sourced from China and it is therefore natural to look into opportunities for local production. Bamboo production in Uganda is relatively new but some initiatives are beginning to take place, e.g. with the establishment of the Uganda Bamboo Association a few years



ago. Lifeshelter is focused on sustainability and climate issues and is therefore keen to source inputs locally. By engaging smallholder farmers in the production and commercialisation of bamboo, ADRA can help ensuring local production and consequently improve farmers' livelihoods. There is therefore a clear common interest in the partnership between ADRA Denmark and Lifeshelter and the development of the potential project and cooperation will continue.

Throughout 2019, ADRA Denmark continued to pioneer the FMS⁷ approach in the ADRA network through the network's Livelihood Technical Learning Lab, as a part of our Global Activities under the SPA. This platform has given us a significant opportunity to showcase the approach to not only the ADRA network, but also to many other interested stakeholders, including representatives from various Departments of Agriculture across eastern Africa, to the Food and Agricultural Organisation of the United Nations (FAO), and other learning and research institutions from across the region. This process has been extremely exciting, as the level of interest in this approach and the challenges it addresses in terms of market access for smallholder farmers has been uplifting. In response to the interest in the approach, we supported two FMS Master Trainer courses in Ethiopia and Zambia with 47 participants from 18 countries. Participants were from the ADRA network, local CSOs, multilateral organisations like FAO and the International Fund for Agricultural Development, and universities and also included extension workers, project managers and FFS 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 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 has been very successful with their FFS approach focusing on production and as the FMS is directed at the market, the two approaches complement each other well.

Another important dissemination activity of the FMS approach took place in October. ADRA organised a two-day conference in Nairobi with approximately 80 key stakeholders to promote the FMS approach and to hear about the possibilities of utilising the approach in a variety of contexts. The workshop was effective in spreading information and knowledge of the FMS approach to an even wider audience and allowed for us to discuss a way forward to roll-out the concept.

It is clear that the FMS approach is opening doors for us to influence the way in which organisations support smallholder farmers, enhancing their ability to be strong market actors, and we hope that in the coming years we will be able to continue to promote this approach. It would be a big milestone if FAO were to agree to adopt the FMS approach due to their world-wide coverage and influencing power in the Ministries of Agriculture and other key stakeholders around the world.

As explained in ADRA Denmark's 2018 Results Reporting, the micro Ingrower model⁸ was considered to be too complex to test in a refugee settlement context, and as such we have explored how to adapt this model in a more traditional agrarian context. Some elements from the original Ingrower model have been preserved, but as the concept has changed considerably it was renamed the Agribusiness Learning Lab (ALL). The ALL is an innovative climate smart⁹ agribusiness training centre, which will build the capacity of young farmers in marketing through the FMS approach, production and finance as lack of skills is one of the key constraints to

⁷ The innovative Farmer Market School 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.

⁸ The micro Ingrower is a social enterprise model supported by appropriate irrigation and farming technologies for sustainable and improved livelihood, nutrition and food security

⁹ Climate-smart agriculture (CSA) is an approach that helps to guide actions needed to transform and reorient agricultural systems to effectively support development and ensure food security in a changing climate. CSA aims to tackle three main objectives: sustainably increasing agricultural productivity and incomes; adapting and building resilience to; and reducing and/or removing greenhouse gas emissions, where possible.



youth engagement in agriculture. The ALL will not be a traditional training centre, but a profit-sharing agribusiness centre. We are still seeking funding opportunities to test this approach.



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.

As named above, the intention in 2018 was to pilot the micro Ingrower model in a refugee settlement seeking to strengthen the capacity of vulnerable refugees and host communities. Initial assessments were conducted in two refugee settlements in January 2019. The Ingrower concept was considered, by all stakeholders visited, to be very relevant and address some of the main challenges facing the refugees. The model was, however, also found to be too ambitious and most likely not workable in its original form in a relatively complex context like a refugee settlement. When preliminary findings from piloting the ALL have been captured, ADRA Denmark will analyse whether the ALL model described above could be adopted to a refugee settlement context.

Further, ADRA Denmark will continue to explore other innovative solutions in the humanitarian-development nexus. This, however, has been a difficult process to promote with few innovative ideas being developed thus far. As such, we have decided to promote innovative ideas coming directly from implementing partners by offering seed funds for testing innovative approaches within humanitarian contexts. We are still at the formulating stage but hope that we will undertake some new initiatives in 2020.

Project and Programme Related Information

The objective of ADRA Denmark's development communication is to provide a balanced and accurate image of the Global South, as well as the results of our development programmes. Its aim is to show that our work does make a difference in people's lives, but also inform about the dilemmas and challenges we meet. As a natural

part of our information activities we have integrated information about the SDGs. The goals are relevant to all of us in both the Global North and South and we all have a responsibility to achieve them.

The communication and information work of ADRA Denmark takes its point of departure in the core narrative of the organisation. The core narrative captures the identity of ADRA Denmark as a Christian faith-based organisation and sets the frame for the communication work sent out of the organisation. The Project Related Information activities for 2019, took their point of departure from the core narrative, securing a strategic link between the communication and programme activities of ADRA Denmark.

Throughout the year, ADRA Denmark collaborated with DanChurchAid and the Danish Mission Council Development Department to develop a joint campaign on the SDGs and the role of churches/church actors, a process which began in 2018. A booklet, *Verdensmålsbogen*, was developed, which targets churches, schools, scouts' groups, etc. and links Christian values with the SDGs. It can also be found at the website <https://www.verdensmaalsbogen.dk/>. The booklet/website provides concrete material, examples, prayers, and activities for local groups to use and was launched in early 2020. We will, during 2020, support our own constituency in the use of the booklet through workshops, for example with schools and youth groups.

We also commissioned professional photographer, Nicolaj Bak, to travel to Karamoja, Uganda, to document life in Karamoja, where the ASC programme has been ongoing for many years. Nicolaj, who donated his time, produced a series of photos for use in ADRA's communication work. Further, we published a photo book with the pictures, as well as small personal stories explaining the impact of ADRA's work in Karamoja. The aim of the book is to showcase the everyday life of the Karamojong in a positive light and to communicate about complex development issues in an accessible way.

In 2019, we also developed a campaign under the two slogans "*Hvem er din næste kærlighed?*" and "*Vær med menneske*". The purpose of these social media campaigns was to create a debate about our Christian values and how to engage in our work.

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

Programmatic Reviews

During 2019, a number of reviews and evaluations were conducted of our programme and project activities. The recommendations and respective follow-up of these are reported below.

Findings and recommendations of the ASC Uganda review

At the end of 2018, a review of the third phase of the ASC programme was carried out. The report from the review was only finalised in February 2019, for which reasons it is mentioned in this 2019 annual report. The objective of the review was "to assess and document the impact of and lessons learned from the third phase of the Action for Social Change programme in Uganda, 2016-2018".¹⁰

The results of the evaluation were encouraging. In terms of overall relevance it was noted that "the ASC programme's four Change Areas that together form up its Theory of Change, and the approaches that combine capacity building, advocacy and strategic livelihoods services, are seen to be highly relevant approaches in the context."

Regarding effectiveness it is noted that "overall, the level of goal achievement measured by indicator data is assessed to be satisfactory, and very good on the most important areas that measure the CBG members' ability to engage in productive activities and to advocate for issues of their interest with local authorities, with almost

¹⁰ Andreassen, Sten, & Nyonyozi, Rebecca, *Programme Review, Action for Social Change Programme, Uganda*, February 2019.



half of them being addressed.” When the focus is on efficiency, impact, and sustainability there are similar positive findings of the interventions.

The review team gave ten specific recommendations to the programme, and during the 2019 implementation, focus was on addressing these recommendations. This included the successful development of a strategy for organisational capacity development support (recommendation 1), implementation of a systematic VSLA financial monitoring and data collection system, SAVIX (recommendation 2), development of a livelihood and IGA strategy for the ASC programme (recommendation 3), introduction of additional methods and tools for local level advocacy work (recommendation 4), development of an advocacy plan (recommendation 5 and 6), implementation of a village health ranking exercise (recommendation 7), initiation of strong and deliberate effort to increase the engagement of men (in particular young men) in the programme’s activities (recommendation 8), revising the ASC indicators (recommendation 9), and discussion of area coverage and expansion support (recommendation 10).

The recommendations have been very useful in guiding the focus of activities and capacity building in 2019 and have continued to form the development of the programme in 2020.

Findings and Recommendations from the FAIR CHILD Review

The project, which was a complementary project to the ASC programme in Uganda was evaluated upon completion, in mid-2019. The evaluation reported that the project had contributed to the overall goal: To contribute towards reduced hunger among the vulnerable children and households in Northern Karamoja. The project achieved this through improving income among 900 households in Kotido, Abim and Kaabong, enabling them to contribute to their child’s welfare and improving childcare practices.¹¹

The synergy between existing ASC CBGs and the new FAIR CHILD CBGs were considered important for the success of the project, whereby the ASC CBGs were active in mentoring the new groups and assisting them in identifying and raising claims with relevant duty-bearers. The evaluation also concluded that the use of the CBGs to identify and select beneficiaries for the various income generating activities within the project also contributed to the sustainability and effectiveness of the activities, as they had the necessary knowledge of their communities. The project approaches like VSLAs, IGAs and capacity building were also expected to lead to continued benefits despite the support from ADRA ceasing.

The evaluation team also recommended that future interventions with a focus on income generation should empower beneficiaries to decide on their desired enterprises, which was considered a more sustainable approach than giving them livelihood sources. For example, participants reported that those who received cash support for business development benefited more than those that received goats as livestock.

Further, the evaluation team emphasised the importance of integrating water, sanitation and hygiene in interventions focused on nutrition, as they were critical for improving the overall living standards in the community.

A video documentary of the FAIR CHILD project is accessible on <https://youtu.be/WUywuDcO1OU>.

Findings and recommendations from the CAP review

A review of the use of Community Action Planning within the SAHEWA project, and the Community Based Water and Sanitation Project (CBWASAP), which ended in 2017, was commissioned to capture important lessons from these projects for future use in the RiHA programme. The review was conducted in January 2019 and produced a number of constructive findings and recommendations.¹²

¹¹ Ssekamatte, David, *End of project evaluation for the Food Access and Income Resource for the child (FAIR CHILD) project implemented by ADRA Uganda in North*, August 2019.

¹² Atroun, Musa Ali, *Evaluation of the Use of Community Action Planning (CAP) in Two Projects: SAHEWA in West Darfur State and CBWASAP in Blue Nile State*, February 2019.



The review concluded that the CAP approach prompted a sense of community ownership and fostered sustainability, particularly in comparison to their earlier experiences of service delivery. However, the review team also found that although CAP was used at the community level as an implementation approach, ADRA dealt with CAP as an activity similar to FFS, FMS, and VSLAs. The correct use of CAP is as an implementation approach encompassing all interventions/activities, rather than an independent activity. The review found that the confusion was linked to the initial design of the projects, where the communities should have been given an opportunity to prioritise which interventions were most relevant to them, for example addressing agricultural production, or improved access to water, as a part of a “Community Action Plan”, rather than the various activities being a predesigned part of the intervention.

Despite these deviances from CAP processes, the review concluded that the CAP interventions did produce impact. The community level results showed a huge change in the mind-set of the communities and particularly the community leaders and elites. The dependency on humanitarian aid delivery has changed to an attitude of self-reliance promoted by the community action programming approaches, such as CAP.

The review team came up with various recommendations, which have subsequently been integrated into the existing RIHA activities. The specific lessons learned have been adopted into updated CAP manuals and project documents and will continue to be referred to in the implementation of activities in 2020.

Findings and recommendations from the final evaluation of the ASC Burundi and RIPAT programmes

A final evaluation of the ASC programme in Burundi, including the RIPAT activities, was conducted in December 2019. The findings and conclusions have been integrated in the above results reporting for the ASC programme. In general, the evaluation team found many indications of beneficial impact attributed to the programme in terms of improving the living conditions of those involved and also significantly reducing poverty levels.¹³ However, the lessons learned and recommendations are included here in order to be extracted as general recommendations for the implementation of similar actions in other contexts. The key lessons for success are as follows:

- ❖ *A project must be socially, culturally, politically and economically inclusive in its components.* The success of the ASC programme, according to various focus group participants was that it not only supported and enhanced agricultural production, but also solved the other problems prevailing in the community (poor nutrition, illiteracy, ignorance, community restructuring, access to credit and income, etc.).
- ❖ *The intensification of production and diversification of agricultural / non-agricultural incomes require improved access to modern techniques, access to production factors, to markets and to own local financial services (loan with minimum interest).*
- ❖ *With regard to the technical training of farm households, demonstration farms are an important tool for the dissemination of new agricultural techniques* because farmers adhere when they have seen, applied and tested the technique.
- ❖ *Literacy is a tool for empowerment, exchange of skills and knowledge.* Indeed, the REFLECT tool used allows for rapid and continuous learning because it is based on the environmental realities. From this point of view, literacy is a prerequisite for community integration of vulnerable groups, including women, and illiteracy is one of the greatest constraints in terms of the organization of a professional structure, democratic life and the ownership of this structure by the carriers.
- ❖ *The development of a community entity takes an extremely long time.* This option should be taken into account and integrated into project planning. In fact, the evaluation team concluded that at the design level, the ASC programme was too optimistic. Indeed, the project has helped to initiate a process of structuring and professionalisation that should take several years. While some groups are recognised at

¹³ Ndayikengurukiye, Salomon, *Final Evaluation of Action for Social Change Program and RIPAT Project*, December 2019.



the administrative level, these organizations are not yet fully operational, or self-managed structures and therefore need to be strengthened to be sustainable and operational.

- ❖ *It is necessary to define and share in time the exit strategy* in order to define the role of different actors involved in the project in post-project management and monitoring. This was a significant weakness of the ASC programme in Burundi in terms of long-term sustainability, in that a substantial exit strategy was not already in place. The hasty closure of the ASC programme may have detrimental effects on the achievements made during the life of the programme, and thus an integrated exit strategy would have prevented some of these losses.

ADRA Denmark will ensure that these very relevant lessons are integrated into future programming, particularly considering strengthening the sustainability of the approaches and impact for the individuals and communities engaged with the programme.

Programmatic findings and recommendations from the review of ADRA Denmark

As named above, Danida commissioned a review of ADRA Denmark during 2019, which included a field study of the ASC programme in Malawi.¹⁴ There was not conducted a field study of humanitarian projects.

The review team found that ADRA Denmark's development programming delivers sound results towards reaching the overall development objective and realisation of the envisaged social changes and opportunities. However, there were a number of generalised recommendations for future programming.

For example, it was recommended that '*... ADRA Denmark should strengthen the focus on sustainability planning and exit strategies for the various types of civil society and community groups (REFLECT, FMS, VSLAs, support groups etc.) receiving support through the SPa.*' We agree that there is a need for this and have been discussing it with our partners for some time. We will continue to work closely with our partners to develop more integrated exit plans, with a focus on sustainability, for all our programme activities, and particularly in the ASC programme. We are also developing a criterion for the lifespan of our support for CBGs, which will also be included in the agenda for our next Partner Workshop.

It was also recommended that '*ADRA Denmark should strengthen the institutionalisation, scale and outreach of CO advocacy approaches at the national level. Under Lot CIV, this could be achieved through preparation and sharing of evidence-based and well-documented good practices from existing programmes, such as FMS and REFLECT adult literacy, with relevant national CSO networks and platforms.*' We do not necessarily agree with the rationale for this recommendation, which we believe builds on an inaccurate perception of our advocacy work. Apparently, the Review Team perceived *scaling up a project approach* as advocacy. While we acknowledge that documentation and evidence are vital for scaling up good practices, we see this as a rather limited perception of advocacy. But with regard to scaling up, we see FMS as a really effective approach, which we will continue to test and document, and we are already working alongside our partners to advocate for its adoption in as many different contexts and organisations as possible, including the FAO.

Having said that, we also believe that good documentation and evidence-based advocacy are powerful tools for identifying issues, mobilising people and creating change. We will therefore continue to work with our partners to strengthen our and their ability to document issues that are affecting local communities and to identify national platforms for lifting up their voices.

We will continue to work with these recommendations in order to strengthen the reach and results of our programming.

¹⁴ Ministry of Foreign Affairs, *Review Aide Memoires, Review and Capacity Assessment of ADRA Denmark 2019*, December 2019.



Financial Monitoring

During 2019, two financial monitoring visits were conducted by ADRA Denmark in Ethiopia (April), Sudan (October). In Ethiopia, ADRA Denmark's Finance Director and Controller conducted a thorough walk-through of the Mango Financial Health Check and discussed each section with ADRA Ethiopia's finance team. Overall, ADRA Ethiopia scored well with only minor areas for further focus. ADRA Denmark's Financial Monitoring Manual was also reviewed and a random audit of transactions from the RiHA project was conducted, with all necessary supporting documentation readily available. The ADRA Denmark staff also conducted a workshop for the ADRA Ethiopia staff on using a budget control report as a monitoring tool and on ADRA Denmark's budget templates. It was recommended that collaboration between programme and finance staff is increased, so budget monitoring is more in tune with what is happening in the field.

The financial monitoring visit to ADRA Sudan included compliance and sample testing related to former and current projects funded through ADRA Denmark by Danida, ECHO and EU, with focus on contracts and payments to selected contractors and salary allocations. Further, a workshop was conducted reviewing the EU and ECHO financial guidelines and planning and preparing for an audit. The important key issues raised during the workshop were anchored in an action plan for follow-up.

Some key recommendations from this visit included:

- Ensure ongoing follow-up and strengthening of the construction procurements and the financial implementation of the contracts.
- Ensure all staff working on ECHO & EU projects are up-to-date and clear about the requirements for documentation.
- Strengthen the quality of financial documentation to ensure that vouchers and all needed supporting documentation are correct before payment, filing and scanning. Guide involved staff of the requirements and ensure that all vouchers are scanned when the monthly report is delivered.

ADRA Denmark will continue to follow up on these recommendations with the relevant staff in the partner offices. ADRA Denmark has also undertaken an agreement with an external consultant, who will be active in undertaking various financial monitoring visits, as well as building partner capacity in complying with donor requirements.

Annexes

Annex One: Danida Review Recommendations

Annex Two: Final Accounts for Danida Strategic Partnership Agreement (HUM and CIV) 2019

Annex Three: Final Audit Report 2019 (in Danish)





Annex One:

Danida Review Recommendations

Recommendations 2019	Proposed deadline for follow-up	Responsible	ADRA DK management response (update June 2020)
R1: In the planning of new donor-funded programmes including also the future SPa 2022-2025, ADRA DK should pursue joint programming with other ADRA (donor) partners. New programming should support ADRA COs opportunities to operate and implement a One-Country - One Strategy - One Programme-based approach including opportunities to pursue a One-Programme Reporting framework.	Every year	ADRA DK	This is the preferred situation, but it will take time before we get there as a network. We have been encouraging this for some time, and we believe that the ownership for pursuing such an approach primarily should lie with the partners. We will continue to promote this with supporting as well as implementing offices and initiate these developments where we see the opportunity. We will also try to include the regional ADRA offices (i.e. ADRA Africa) in this effort. The issue will be one of the main points on the agenda in our next partner workshop (2020), and we expect to have a comprehensive discussion with our partners on how best to promote this.
R2: The ADRA DK Board should consider strengthening its capacities to manage contextual risks, as well as capacities in financial oversight and risk management within the global humanitarian agenda. Further, in conjunction with the new Strategy 2020-2024, the Board should engage in the discussions on the future required capacities of Secretariat.	By January 2020	ADRA DK Board	The Board has started the discussion (December 2019) on this recommendation and has chosen to invite an additional resource person, who has many years of field and desk experience from another faith-based development NGO to join the board meetings (from August 2020). It is expected that this person will formally join the board in 2021. Already in 2018, the Board initiated a risk analysis process covering the entire organisation's engagement. In the future, the ADRA Risk Register will be a living tool to be used systematically by the ADRA Board and management. The Board expects to be kept informed at regular intervals (at least every six months) of the various risks identified by the Secretariat, as detailed in ADRA Denmark's Risk Register, and when significant changes occur.

			The ADRA staffing situation is reported to the Board at every Board meeting and discussed regularly.
R3: ADRA DK should conduct a staffing needs assessment (skills and knowledge) and staff development plan in conjunction with the thematic, operational and organisational priorities of the upcoming strategy 2020-2024. Further, ADRA DK should ensure that the mix of ADRA DK staff matches the quality requirements needed to deliver on the programme portfolio and job descriptions should be updated accordingly.	By March 2020	ADRA DK	Assessing the staff needs is an integrated part of our day-to-day management, particularly when recruiting new staff. Also, it is a regular part of organisational development and an integrated part of the annual staff performance appraisals. As a regular part of organisational development, we will continue to assess the needs of the organisation and ensure that staff capacity can meet those needs. This has also been integrated in the development of the new strategy for the 2020-2024 period, which includes programmatic as well as organisational objectives.
R4: Based on the past ten years of experience with ASC, ADRA DK should strengthen the focus on sustainability planning and exit strategies for the various types of civil society and community groups (REFLECT, FMS, VSLAs, support groups etc.) receiving support through the SPa.	Ongoing	ADRA DK	We agree that there is a need for this and have been discussing it with our partners for some time. We will continue to work closely with our partners to develop more integrated exit plans, with a focus on sustainability, for all our programme activities, and particularly in the ASC programme. The specific issue of phasing out support to Community Based Groups will also be included in the agenda for our next Partner Workshop.
R5: ADRA DK should articulate and verify the added value of implementing the current activities in Sudan and Ethiopia as a regional RIHA programme by assessing the synergies, challenges and opportunities. ADRA DK should also ensure that lessons learned from past implementation of Community Action Plans are analysed and thoroughly dealt with in the RiHA programme.	By January 2020	ADRA DK	Although we do not necessarily agree with the findings of the review in relation to the challenges with the RiHA programme, we can agree that the added value of the programme approach should be better articulated. The integration and sharing of lessons learned (not only from CAP, but also from VSLA, FFS, FMS etc.) is an inbuilt component of the RiHA programme, so this is taking place throughout the programme and subsequently documented in all relevant reports. Most recently, November 2019, participants from the four projects under the RiHA programme participated in a joint workshop in Gode, Ethiopia, sharing activity updates

			from each project, presentations on relevant project topics, plenary and group discussions and feedback sessions. An exchange visit also took place in West Darfur in December 2019, where experiences, challenges and approaches were shared between the various project staff. These processes have been detailed in respective workshop and exchange visit reports.
R6: ADRA DK should urgently finalise the approach paper on hum-dev nexus and resilience. If ADRA DK decides to work within the hum-dev-peace nexus, an assessment of the capacity required to expand into peace building should be undertaken.	By July 2020	ADRA DK	An approach paper has been developed and finalised (May 2020). We intend to use this approach paper as the foundation for a review of our work within the nexus. We are also exchanging experience on working in the nexus with like-minded organisations such as Caritas and DanChurchAid. A review of our project activities and approaches will add value to and allow us to finalise our approach paper based on the cases and learnings documented in the review.
R7: ADRA DK should lift the narrative reporting to the broader strategic level of social change with reference to established baselines and/or targets. This could be achieved by revisiting and adjusting the results/outcome indicators (in the Summary Results Framework) and ToCs for the selected change areas (Lot CIV and Lot HUM) in close coordination with CO programme staff. Furthermore, results reporting should reflect ADRA DK's aim of targeting the poorest and most vulnerable groups.	Ongoing	ADRA DK	A review of our M&E framework for Lot CIV has been pending for some time. This is already a focus area for our new MEAL Adviser and a part of our upcoming SPA application process. Capacity building of partners will be a focus over the coming period, and a new framework for 2022-2025 will be developed.
R8: ADRA DK should develop a strategy for how to deal with COs that are not delivering satisfactory and consider the overall effectiveness between continuing capacity strengthening of existing COs relative to shifting resources and efforts to other countries or non-ADRA CSOs.	By June 2020	ADRA DK	We see the value and strength in building the capacity of local organisations, such as our ADRA partners, so trying to address issues in partnership will almost always be our first priority. However, our mandate is to address poverty, injustice and suffering and therefore effective programming and partnerships are a high priority for us. This is also why we monitor our programmes closely and have an ongoing

			<p>dialogue with our partners. If implementation is not proceeding as planned, we may decide to reallocate funds from one partner country to another. We will, however, develop some more considerations on what to do when partner performance/management threatens the impact of programme activities. These considerations will be integrated into our Approach to Partnership paper. We also want to avoid the risk of becoming vulnerable to the impact of poor performance and are considering new partners/countries for the coming period. Last, but not least, we have revised our Partnership Agreement template to ensure that both ADRA Denmark and the partner can terminate it with immediate effect in case of serious breach of the terms of the agreement.</p>
<p>R9: ADRA DK should strengthen the institutionalisation, scale and outreach of CO advocacy approaches at the national level. Under Lot CIV, this could be achieved through preparation and sharing of evidence-based and well-documented good practices from existing programmes, such as FMS and REFLECT adult literacy, with relevant national CSO networks and platforms.</p>	<p>By end of 2021</p>	<p>ADRA DK</p>	<p>We do not necessarily agree with the rationale for this recommendation, which we believe builds on an inaccurate perception of our advocacy work. Apparently, the Review Team perceives <i>scaling up a project approach</i> as advocacy. While we acknowledge that documentation and evidence are vital for scaling up good practices, we see this as a rather limited perception of advocacy. But with regard to scaling up, we see FMS as a really effective approach, which we will continue to test and document, and we are already working alongside our partners to advocate for its adoption in as many different contexts and organisations as possible, including the FAO.</p> <p>Having said that, we also believe that good documentation and evidence-based advocacy are powerful tools for identifying issues, mobilising people and creating change. We will therefore continue to work with our partners to</p>

			strengthen our and their ability to document issues that are affecting local communities and to identify national platforms for lifting up their voices. We are e.g. currently working towards strengthening the capacity of ADRA Uganda's Advocacy Officer and have recommended that they attend the upcoming Danida Fellowship Centre course on 'Strengthening the Policy Dialogue and Advocacy between Governments, Interest Organisations and Civil Society Organisations'.
R10: ADRA DK should for each CO and project/programme, systematically map the financial risks related to e.g. context, type of activities, staffing, track-record etc. and tailor the financial monitoring and capacity development response accordingly.	By June 2020	ADRA DK	We agree and will take up a more risk-oriented angle on the approach. We have an ongoing focus on this, and are establishing further collaboration between ADRA supporting offices, to conduct joint financial monitoring visits. Also, we have already hired an external controller to strengthen our capacity for financial monitoring visits and to support financial capacity building of our partners.
R11: In collaboration with COs, ADRA DK should work towards defining key performance indicators to facilitate efficiency and effectiveness considerations in the planning and evaluation process. ADRA DK would benefit by linking up with other SPa partners with similar activities to share experiences and gain inspiration.	By end of 2021	ADRA DK	We will, in collaboration with all our partners, work towards including efficiency and effectiveness in the budget and project/programme evaluation process to constantly assess the benefit of the respective groups. Such considerations should further be used towards developing key performance indicators to facilitate efficiency and effectiveness considerations.
R12: In the interest of predictable funding flows, the MFA should work towards ensuring that the SP 2022-2025 award process is completed in good time, preferably end of 2020.	End of 2020	MFA-HMC	We agree with this recommendation.



Annex Two:

Final Accounts SPA 2019



**Final Accounts for
Danida Strategic Partnership
Agreement (HUM and CIV) 2019**

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

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

LIST OF CONTENTS

- Management's Endorsement
- Independent Auditor's report
- Accounting report
- Applied accounting policies
- Accounts for Lot CIV
- Accounts for Lot HUM

MANAGEMENT'S ENDORSEMENT

Hereby the final accounts for the Strategic Partnership Agreement 2019. 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, 2019.
- 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.



Jens M. Vesterager
Secretary General

Nærum, 12. juni 2020



Nils Rechter
Acting 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 2019. 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 10 January 2019 (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

We have no significant comments to report in this connection.

Copenhagen, 12 June 2020

ERNST & YOUNG

Godkendt Revisionspartnerselskab

CVR no. 30 70 02 28



Ulrik Benedict Vassing

State Authorised

Public Accountant

mne32827

ACCOUNTING REPORT

Grant

On January 10, 2019 Danida granted in total 36,000 TDKK towards a Strategic Partnership Agreement for 2019 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 2019 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 November 19, 2019 ADRA Denmark submitted the revised budgets for Lot CIV and Lot HUM to Danida. Both budgets were later approved at the Annual Consultations with Danida on December 9, 2019.

Budget deviations

For lot HUM there are only minor deviations. For lot CIV the subtotals for priority countries and for non-priority countries are less than 2% from the budget. To cover the overspending in Ethiopia and Sudan due to extra technical assistance we have reduced the match to our EU-project in Sudan with 650 TDKK and postponed it to 2020.

Funding

In addition to the grant for Lot CIV and Lot HUM of 36,000 TDKK, there was an opening balance from 2018 of 630 TDKK related to unspent CIV funds and 560 TDKK related to unspent HUM funds. We have received 144 TDKK from ADRA Rwanda for unused CIV funds reported as used in the final accounts for 2018.

ADRA South Sudan has returned 70,869 USD (= 500 TDKK including 5% administration). The amount was reported as spent in the audited accounts for HPA 2013. Danida has in an email of March 3, 2020 accepted, that this amount will be included in Lot HUM.

In addition to this ADRA Denmark has funded projects in Burundi and Uganda of 1,388 TDKK with funds from 'Danmarks Indsamling' and 96 TDKK in Burundi, reported as Own financing in Lot CIV Accounts. Further, ADRA Denmark has added own contribution for Yemen of 658 TDKK in Lot HUM.

Unspent balance

As of December 31, 2019, the accounts for the Strategic Partnership Agreement shows a total consumption of 36,944 TDKK. Leaving a balance of 773 TDKK which is carried forward to be used in 2020. Specified as 736 TDKK for Lot HUM and 37 TDKK for Lot CIV.

Final and unsettled project accounts

There are no unsettled project accounts.

APPLIED ACCOUNTING POLICIES

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

The applied accounting policies are the same as for ADRA Denmark's Annual financial report for 2019. 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

ADRA Danmark - for the year 2019

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 own funds))	1.370	1.484	8,3%
Co-financing	9.705	9.330	-3,9%
Own financing Total	11.075	10.814	4,5%
MFA partnership funds			
Unspent commitments starting balance (transferred from previous year)	630	630	
This year's commitment from the Ministry of Foreign Affairs	21.000	21.000	0,0%
Interests	0	25	
Prior disposal of returned expenses from program/partner	0	0	
MFA partnership funds Total	21.630	21.655	0,1%
Income from MFA partnership funds +liquid funds from self-financing	23.000	23.139	0,6%
Expenses - program- and project support (PPS)			
Program- and Project activities (PPA) (incl. Liquid funds)	20.313	20.348	-0,2%
Program- and Projectrelated information (PRI-funds)	300	362	-20,8%
Other Activities	909	924	-1,6%
Audit	63	54	13,7%
Administration (max. 7% of funds)	1.415	1.414	0,1%
Expenses Total (funds +liquid funds from self-financing)	23.000	23.102	-0,4%
Hereof strategic funds	21.630	21.618	
Undisposed commitment end balance	0	37	
Undisposed commitment transferred to next year		37	
Unused funds carried over to next year (max. 10% of grant of the year)	0,0%	0,2%	
Equity ratio (min. 20% of PPA)	58,5%	57,3%	
Liquide funds (min. 5% of the own funding total)	7,2%	7,9%	
PRI-funds (max 2% of PPA funds)	1,5%	1,8%	
Administration (max 7% of total grant)	7,0%	7,0%	
Priority countries (min 50%)	52,7%	51,9%	
Innovation funds (max 10%)	3,5%	3,9%	
Uallokkerede midler (max 10% of total MFA funds)	0,0%	0,0%	

Deposits from the Ministry of Foreign Affairs (Liquidity)

Primo balance deposits from the Ministry of Foreign Affairs	630
Payments in year from the Ministry of Foreign Affairs	21.000
Interest	25
Other reconciliation (insert title)	
Liquidity in year	21.655
Programme and Project activities (PPA)	18.864
Programme and Project related information (PRI-funds)	362
Other activities	924
Audit	54
Administration	1.414
Total payments	21.618
Ultimo balance deposits from the Ministry of Foreign Affairs	37

Receivables from the Ministry of Foreign Affairs

Year	Receivables start of year	Grant for the year	Received from Danida	Receivables end of year	Interest income
2018	-	21.000	21.000	-	0
2019		21.000	21.000	-	25
				-	
Total	-	42.000	42.000	-	25

Lot CIV Program and Project activities (PPA)

ADRA Danmark - for the year 2019

Amounts in 1,000 DKK

Region/Country/Project	Thematic programmes				Sub total		Deviation		Activity specific consultant payment per. country salary	Activity specific consultancy payment per. country overhead	Activity specific consultancy payment per. country total	
	Action for Social Change (ASC)		Recilience in Horn of Africa (RiHA)		Budget	Actual	in DKK	in pct.				in pct.
	Budget	Actual	Budget	Actual								
Priority Countries	5.050	4.694	5.513	5.329	10.213	10.023	-190	-2%	760	608	1.367	14%
Ethiopia RiHA			2.800	3.114	2.800	3.114	314	11%	372	297	669	21%
Sudan RiHA			963	1.116	963	1.116	153	16%	137	110	247	22%
Sudan EU match RiHA			1.750	1.100	1.750	1.100	-650	-37%	0	0	0	0%
Uganda ASC	4.300	4.116			4.300	4.116	-184	-4%	251	201	451	11%
Uganda DI	750	578			400	578	178	44%	0	0	0	0%
Non-priority Countries	9.570	9.288	0	0	9.170	9.288	118	1%	428	342	770	8%
Burundi ASC	3.295	3.433			3.295	3.433	138	4%	199	159	358	10%
Burundi RIPAT	205	366			205	366	161	78%	0	0	0	0%
Burundi RIPAT Other funds	370	96			370	96	-274	-74%	0	0	0	0%
Burundi DI	1.000	810			600	810	210	35%	0	0	0	0%
Malawi ASC	4.700	4.727			4.700	4.727	27	1%	229	183	412	9%
Rwanda ASC 2018 corrected		-144			0	-144	-144		0	0	0	0%
Global	0	0	0	0	180	189	9	5%	69	55	125	66%
Expansion of FMS					180	189	9	5%	69	55	125	66%
Innovation					750	848	98	13%	426	341	767	90%
Innovation	N/A	N/A	N/A	N/A	750	848	98	13%	426	341	767	90%
Sub total	14.620	13.981	5.513	5.329	20.313	20.348	35	0%	1.683	1.346	3.029	15%
Deviation		-639 -4%		-184 -3%		35 0%						
Sub total lot CIV only		12.497		5.329		18.864			1.683	1.346	3.029	16%
PRI-midler	N/A	N/A	N/A	N/A	300	362	62	21%	41	33	74	20%

Specification of lot CIV Other Activities

ADRA Danmark - for the year 2019

Amounts in 1,000 DKK

	Budget	Actual	Deviation in %	Activity specific consultant payment per. country salary	Activity specific consultancy payment per. country overhead	Activity specific consultancy payment per. country total	in pct.
Preliminary/pilot/feasibility studies							
Cross-cutting, monitoring and reviews	739	814	10,2%	407	325	732	90,0%
External evaluations	170	110	-35,5%				
Partnership workshop							
Other agreed activities (must be specified)							
Other activities total	909	924	1,6%	407	325	732	79,3%

Specification of own financing

ADRA Danmark - for the year 2019

Amounts in 1,000 DKK

Own financing (min. 5% of PPA (excluding own funds))	Budget	Actual	Pct. of total
Danmarksindsamling Uganda DI4511	600	578	39%
Danmarksindsamling Burundi DI0527	400	810	55%
Privat Donor Ripat Y0528 Burundi	370	96	6%
			0%
Total	1.370	1.484	100%

Co-financing	Budget	Actual	Pct. of total
EUROPEAID	9.705	9.330	100%
Total	9.705	9.330	100%

Short narrative on own-financing:

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

Donations from privat donor are used in the "RIPAT" project in Burundi

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

Co-financing and other funding sources

ADRA Denmark - for the year 2019

Amounts in 1,000 DKK

ACTUAL SPENDING 2019 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	3.799		597	796	0	0	5.192
Percentage	0%	73%	0%	11%	15%	0%	0%	100%
Ethiopia	500	3.114		0	0	0	0	3.614
Percentage	14%	86%	0%	0%	0%	0%	0%	100%
Malawi	463	4.727	0	0	0	0	0	5.190
Percentage	9%	91%	0%	0%	0%	0%	0%	100%
Rwanda	0	-144	0	0	0	0	0	-144
Percentage	0%	100%	0%	0%	0%	0%	0%	100%
Sudan	0	2.216	0	0	0	8.720	7.584	18.520
Percentage	0%	12%	0%	0%	0%	47%	41%	100%
South Sudan	5.404	0			0	0	0	5.404
Percentage	100%	0%	0%	0%	0%	0%	0%	100%
Syria	3.025	0	12.453	296	0	0	5.874	21.648
Percentage	14%	0%	58%	1%	0%	0%	27%	100%
Uganda	500	4.116	0	0	578	0	0	5.194
Percentage	10%	79%	0%	0%	11%	0%	0%	100%
Yemen	3.735	0	20.469	658	0	0	0	24.862
Percentage	15%	0%	82%	3%	0%	0%	0%	100%
Other countries	189	1.037		1.122	0	0	0	2.348
Percentage	8%	44%	0%	48%	0%	0%	0%	100%

Accounts for lot HUM Strategic Partnership Agreement - resumé

ADRA Danmark - for the year 2019

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 own funds))	0	0	
Match to Yemen from Novo Nordisk Foundation	658	658	0%
Own financing Total	658	658	0%
MFA partnership funds			
Unspent commitments starting balance (transferred from previous year)	560	560	0%
This year's commitment from the Ministry of Foreign Affairs	15.000	15.000	0%
Interests	0	1	
Previously expended expenses returned from HPA 2013	0	500	
MFA partnership funds Total	15.560	16.062	3%
Income from MFA partnership funds +liquid funds from self-financing	16.218	16.720	3%
Expenses - program- and project support (PPS)			
Program- and Project activities (PPA) (incl. Liquid funds)	14.539	14.473	0%
Other Activities	581	469	19%
Audit	38	39	-4%
Administration (max. 7% of funds)	1.061	1.003	5%
Expenses Total (funds+own contribution)	16.219	15.984	1%
Hereof strategic funds	15.561	15.326	
Undisposed commitment end balance	0	736	
Undisposed commitment transferred to next year		736	
Hereof: Flexible funds		1	

Unused funds carried over to next year (max. 10% of grant of the year)	0,0%	4,9%
Equity ratio (min. 20% of PPA)	4,5%	4,5%
Liquide funds (min. 5% of the own funding total)	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% of total MFA funds)	1,3%	1,3%
Uallokkerede midler (max 10% of total MFA funds)	0,0%	0,0%
Fleksible midler (max 1/3 af total MFA funds)	11,5%	11,2%

Deposits from the Ministry of Foreign Affairs (Liquidity)

Primo balance deposits from the Ministry of Foreign Affairs	560
Payments in year from the Ministry of Foreign Affairs	15.000
Interest	1
Previously expended expenses returned from HPA 2013	500
Match to Yemen from Novo Nordisk Foundation	658
Liquidity in year	16.720

Programme and Project activities (PPA)	14.473
Other activities	469
Auditing	39
Administration	1.003
Total payments	15.984

Ultimo balance deposits from the Ministry of Foreign Affairs	736
Flexible funds primo year (lot HUM)	295

Receivables from the Ministry of Foreign Affairs

Year	Receivables start of year	Grant for the year	Received from Danida	Receivables end of year	Interest income
2018	-	15.000	15.000	-	7
2019	-	15.000	15.000	-	1
Total	-	30.000	30.000	-	8

Lot HUM Program and Project activities (PPA)

ADRA Danmark - for the year 2019

Amounts in 1,000 DKK

Region/Country/Project	Thematic programmes						Sub total		Deviation		Activity specific consultant payment per. country salary	Activity specific consultancy payment per. country overhead	Activity specific consultancy payment per. country total	in pct.
	BRES: Building resilience in the education sector		VCD: Vulnerable Communities live with Dignity		ERB: Emergency & Resilience Building project									
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	in DKK	in pct.				
Priority Countries	5.015	5.073	3.229	3.025	4.315	4.393	12.559	12.490	-69	-1%	565	452	1.017	8%
South Sudan	5.015	5.073					5.015	5.073	58	1%	386	309	695	14%
Syria			3.000	2.796			3.000	2.796	-204	-7%	48	38	87	3%
Syria match for EC3813			229	229			229	229	0	0%				
Yemen					3.700	3.735	3.700	3.735	35	1%	111	89	200	5%
Yemen match fra Novo Nordisk Fond					615	658	615	658	43	7%	20	16	35	5%
Innovation							185	189	4		90	72	162	
Innovation	N/A	N/A	N/A	N/A	N/A	N/A	185	189	4		90	72	162	86%
Flexible funds							1.795	1.794	-1	0%	-	-	-	
Malawi	N/A	N/A	N/A	N/A	N/A	N/A		463						
Etiopien	N/A	N/A	N/A	N/A	N/A	N/A		500						
Uganda	N/A	N/A	N/A	N/A	N/A	N/A		500						
South Sudan	N/A	N/A	N/A	N/A	N/A	N/A		331						
Sub total	5.015	5.073	3.229	3.025	4.315	4.393	14.539	14.473	-66	0%	655	524	1.179	8%
Deviation		58		-204		78		-66						
		1%		-6%		2%		0%						
Sub total lot HUM only		5.073		3.025		3.735		13.815			655	524	1.179	9%

Specification of lot HUM Other Activities

ADRA Danmark - for the year 2019

Amounts in 1,000 DKK

	Budget	Actual	Deviation in %	Activity specific consultant payment per. country salary	Activity specific consultancy payment per. country overhead	Activity specific consultancy payment per. country total	in pct.
Preliminary/pilot/feasibility studies	0	0					
Cross-cutting, monitoring and reviews	487	376	-22,8%	205	164	369	98,0%
External evaluations	0	0					
Core humanitarian Standards	94	94	-0,5%				0,0%
Other agreed activities (must be specified)	0	0					
Other activities total	581	469	-19,2%	205	164	369	78,5%



Annex Three: Final Audit Report (in Danish)

ADRA Danmark

Concordiavej 16, 2850 Nærum

CVR-nr. 20 07 40 35

Revisionsprotokollat

af 12. juni 2020

vedrørende strategisk partnerskabsaftale med
Udenrigsministeriet (Danida)



Indledning

Vi har på foranledning af ADRA Danmark "ADRA" foretaget revision af det af ledelsen aflagte regnskab for den strategiske partnerskabsaftale med Udenrigsministeriet for regnskabsåret 2019 (regnskabet). Det samlede regnskabet er udarbejdet efter de administrative retningslinjer "Administrative Guidelines for grants for Civil Society Organisations that qualify as Strategic Partners" jf. tilsagnsbrev af 10. januar 2019.

Vi har forsynet regnskabet med en revisionspåtegning uden modifikationer af konklusionen og med sædvanlige fremhævelser af forhold om begrænsning i distribution samt budgettal.

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

Redegørelse for revisionen

Revisionen er udført i overensstemmelse med internationale standarder om revision og de yderligere krav, der er gældende i Danmark, samt standarderne for offentlig revision, idet revisionen udføres på grundlag af bestemmelserne i revisionsinstruks "Instruction regarding the performance of audit tasks related to activities covered by a Strategic Partnership Agreement".

Idet vores revision af ADRA's årsregnskab for 2019 har omfattet vurdering af ADRA's overordnede interne kontroller og kontrollerne inden for udvalgte væsentlige regnskabsområder, henviser vi til revisionsprotokollat af 21. april 2020, hvoraf redegørelse for vores arbejde vedrørende årsregnskabet for 2019 fremgår. Revisionen er udført i løbet af året og i forbindelse med udarbejdelsen af regnskabet for 2019.

Kommentarer til den finansielle revision

Modtagelse af tilskudsmidler

Tilskudsmidler modtaget fra Udenrigsministeriet er kontrolleret til betalingsanvisninger fra banken og meddelte bevillinger.

Vores revision gav ikke anledning til bemærkninger.

Indregning af omkostninger i Danmark

Omkostninger afholdt i Danmark har vi stikprøvevist testet til bogførte omkostninger og underliggende dokumentation.

Vi har i forbindelse med vores test af monitoreringstimer, identificeret en række afvigelser i de fakturerede timepriser sammenholdt med de beregnede timepriser. Afvigelserne inden for timepriserne var samlet set et sted mellem 1 kr. til 5 kr., og samlet set har ADRA faktureret mindre end der er forbrugt på projekterne. De identificerede afvigelser er samlet set ikke væsentlige for regnskabet.

Vores revision gav ikke anledning til yderligere væsentlige bemærkninger.

Indregning af omkostninger i udlandet

Revisionen af omkostninger afholdt i de enkelte projektlande er foretaget af internationale anerkendte revisionsfirmaer og i tilfælde hvor dette ikke har været muligt, har den lokale ledelse i de enkelte partnerlande valgt en lokal revisor. Vi har i samarbejde med ADRA udarbejdet revisionsinstruktioner til de lokale revisioner om revisionsudførelse og rapportering herom. Vi har løbende været i kontakt med de enkelte revisorer i de forskellige partnerlande og har modtaget bekræftelse på uafhængighed samt kompetencer.

Vi har på baggrund af de modtagne rapporteringer og drøftelser med ADRA vurderet omfanget og kvaliteten af den udførte revision, herunder foretaget gennemgang af Management Letters og drøftet disse

med den daglige ledelse. Vi har vurderet væsentligheden af alle rapporterede forhold, og har ikke vurderet at der er forhold af en sådan grad at de skal rapporteres videre.

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

Administrationsbidrag

ADRA indtægtsfører, i henhold til retningslinjerne fra Udenrigsministeriet, en del af bevillingen som administrationsbidrag for at dække anvendelsen af interne ressourcer ved forvaltning af de strategiske partnerskabsmidler.

Dette administrationsbidrag skal ikke dokumenteres i form af faktiske omkostninger, men udelukkende beregnes på baggrund af faktisk forbrug af omkostninger. Administrationsprocenten udgør 7 % af den samlede bevilling for hhv. Lot CIV og Lot HUM. Vi har som led i vores revision kontrolleret, at det indregnede administrationsbidrag ikke overstiger 7 %

Egenfinansiering

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

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

Forvaltningsrevision

Vi skal i henhold til revisionsinstruks "Instruction regarding the performance of audit tasks related to activities covered by a Strategic Partnership Agreement" revidere i overensstemmelse med god offentlig revisionsskik.

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

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

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

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

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

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

For 2019 har vi foretaget forvaltningsrevision vedrørende områderne indkøb, lønninger og overholdelse af formelle donorkrav. Vi har ved revisionen haft fokus på, hvorvidt ledelsen i ADRA har tilrettelagt interne kontroller og forretningsgange hensigtsmæssigt og betryggende, herunder om der ved administrationen er taget skyldige økonomiske hensyn.

Sammenfatning

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

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

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

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

Vores arbejde har ikke givet anledning til forhold, der herudover skal rapporteres til bestyrelsen, eller i vores udtalelse i regnskabet.

Ledelsens regnskabserklæring

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

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

Den modtagne regnskabserklæring har ikke givet anledning til bemærkninger.

Foranstaltninger til sikring af revisors uafhængighed

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

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

Yderligere oplysninger

I henhold til instruks "Instruction regarding the performance of audit tasks related to activities covered by a Strategic Partnership Agreement" skal vi oplyse:

- at vi opfylder de i lovgivningen indeholdte uafhængighedsbestemmelser
- at vi har modtaget alle de oplysninger, der er anmodet om, og
- at revisionen ikke har givet anledning til bemærkninger med hensyn til de strategiske partnerskabsmidlers anvendelse

København, den 12. juni 2020
ERNST & YOUNG
Godkendt Revisionspartnerselskab

Ulrik Benedict Vassing
statsaut. revisor

Siderne 205-208 er fremlagt på bestyrelsesmøde den 12. juni 2020.

I bestyrelsen:

Thomas Müller
formand

Jens Morten Øster
næstformand

Ann-Britt Moos Møller

Lene Sonne

Lene Bull Christiansen

May-Britt Kivikoski
Jørgensen

Monica Neesgaard

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“Med min underskrift bekræfter jeg indholdet og alle datoer i dette dokument.”

Thomas Philipp Müller

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Ulrik B Vassing

Statsautoriseret revisor

På vegne af: Ernst & Young

Serienummer: CVR:30700228-RID:77180494

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