



ADRA Denmark's
SPa Performance Report
2020



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Acronyms

ADECOTS	Applied Development Communications and Training Services	NGO	Non-Governmental Organisation
ADRA	Adventist Development and Relief Agency	Norad	Norwegian Agency for Development Cooperation
ASC	Action for Social Change	PFS	Pastoralist Field School
ASPIRE	Assistance for the Syrian People in Response to Emergencies project (Syria)	PPE	Personal Protective Equipment
BRES	Building Resilience in the Education Sector project (South Sudan)	PTA	Parent Teacher Association
CAP	Community Action Planning	RECODA	Research, Community and Organizational Development Association
CBG	Community Based Group	REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
CEIRC	Countering the Economic Impact of COVID-19 in Refugee Camps in White Nile State (Sudan)	RiHA	Resilience in Horn of Africa
CfW	Cash for Work	RIPAT	Rural Initiatives for Participatory Agricultural Transformation
CHS	Core Humanitarian Standard on Quality and Accountability	RODIC	Rights of Displaced Children projects (South Sudan)
CLG	Community Leader Groups	SARC	Syrian Arab Red Crescent
CO	Country Office	SCEED	Supporting Community Engagement and Empowerment in Darfur (Sudan)
CSO	Civil Society Organisation	SDG	Sustainable Development Goals
DKK	Danish Kroner	SGBV	Sexual and Gender-based Violence
ECHO	European Civil Protection and Humanitarian Aid Operations	SMC	School Management Committee
EiE	Education in Emergency project (South Sudan)	SPa	Strategic Partnership
ERB	Emergency and Resilience Building project (Yemen)	STC	Southern Transitional Council
ESCOM	Electricity Supply Cooperation of Malawi	SUA	Sokoine University of Agriculture
FFS	Farmer Field School	TMP	Tamkeen Muzarein Project (Sudan)
FMS	Farmer Market School	ToC	Theory of Change
IDP	Internally Displaced People	USD	United States Dollar
MEAL	Monitoring, Evaluation, Accountability and Learning	VCD	Vulnerable Communities Live in Dignity project (Syria)
		VSLA	Village Savings and Loan Association
		WASH	Water, Sanitation and Hygiene

Annexes

Annex One: Updated Management Response to Danida Review Recommendations

Annex Two: ADRA Denmark's Three Cross-Cutting Indicators, 2020

Annex Three: Final Accounts for Danida Strategic Partnership Agreement (CIV and HUM) 2020

Annex Four: Final Audit Instruction 2020 (in Danish)





Organisational and Strategic Developments



Organisational and Strategic Developments during 2020

ADRA Denmark's 2020-2024 Strategy

2020 marked the beginning of the implementation of ADRA Denmark's new five-year global strategy, with an overall objective to **relieve human suffering, build resilience and support the capacities of people living in conflict or poverty to be active agents in their own development**. During the coming strategic period, we have defined our four core focus areas as:

- 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.

Although our planned projects faced a number of challenges as a result of COVID-19, we have nonetheless made a good start and look forward to reflecting these strategic focus areas in our upcoming Strategic Partnership Application with Danida.

Focus on COVID-19

2020 was not the year that ADRA Denmark had planned. After a very busy 2019, filled with numerous reviews and audits, 2020 was meant to be the year we consolidated the lessons learned thus far through our Strategic Partnership with Danida and focused on documenting the impact and strategic value of our interventions. Like all other organisations, however, we instead had to focus our efforts on manoeuvring the consequences of the COVID-19 pandemic. Many of our projects were put on hold in March 2020, as countries and partner offices went into lockdown, and staff worked from home. Nevertheless, we were very fortunate with some fast-acting, well prepared partners, who were successfully able to design activities to meet the growing needs in their respective countries. Our Flex Funding, increased by an additional four million DKK from Danida, allowed us to act fast, and hand-washing facilities, information campaigns and household hygiene kits were already distributed across South Sudan and in the southern part of Yemen within March and April.

We supported additional COVID-19 activities in Uganda, Ethiopia, Tanzania, Malawi, Lebanon, and India, including reallocating funds from existing projects that were halted due to restrictions. Also, the wider ADRA network came together to support and coordinate activities across the world. During 2020, over 300 projects were initiated across the network in response to the demand for improved hygiene facilities and awareness raising, as well as addressing the socio-economic impact on affected communities. The network has shown a great improvement in coordination and communication, which we hope will continue long after the pandemic.

Our energies have gone into supporting our partners as best as possible during this time, and the flexibility shown from Danida has been instrumental in allowing us to make the necessary changes to do just that. It is difficult to foresee what impact the COVID-19 pandemic will have on us as an organisation, the wider ADRA network and the communities we are engaged with, as many of the advances that have been made in the past years have been undone by the socio-economic effects of the pandemic. However, we will continue working towards ensuring that our programming remains effective and relevant, relieving human suffering, building resilience and supporting the capacities of people to be active agents in their own development.

Exit in Malawi and Return to Tanzania

Through 29 years of collaboration and millions of DKK in support from the Danida, ADRA Denmark and ADRA Malawi have improved the living conditions of countless people. Unfortunately, during 2019 it appeared that the management of ADRA Malawi did not live up to ADRA's requirements regarding due diligence, transparency and good leadership. Despite guidance from ADRA Denmark, other ADRA partners and the regional ADRA office in Africa, the necessary changes and steps that could have restored trust were not put into practice. In consequence,



ADRA Denmark, ADRA Sweden and ADRA Australia phased out our programmes in Malawi and terminated the partnerships in 2020.

Great results were achieved over the almost 30 years we partnered with ADRA Malawi and we had hoped that the matter could be resolved amicably. However, this was not the case and the Action for Social Change (ASC) programme in Malawi, which had been ongoing for 10 years came to a close in June 2020. We hope to be able to conduct an impact evaluation of that programme in the coming months in order to document the impressive results that the programme produced but are deeply saddened that we were not able to find a solution where we could continue our support for communities across Malawi. We hope to be able to conduct an impact evaluation of that programme in the coming months in order to document the impressive results that the programme produced but are deeply saddened that we were not able to find a solution where we could continue our support for communities across Malawi.

The phasing out of the partnership with Malawi came on the back of the ending of our partnership with ADRA Burundi in 2019, for very similar governance challenges. For ADRA Denmark, it is normally 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 in cases of, for example, sexual exploitation and abuse or 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.

ADRA Denmark, in collaboration with both ADRA Malawi and ADRA Burundi, developed exit plans that endeavoured to consolidate the already achieved results in the most effective way. The programme activities in Burundi ended in 2019, with a few outstanding organisational tasks funded through our 2020 Lot CIV funds, ensuring that the project closed in a fair and reasonable way. Whereas the programme activities in Malawi were phased out by June 2020, also reflected in the budget and reported on in the following chapters.

After a 12-year hiatus, we have renewed our partnership with ADRA Tanzania in 2020. Over the coming years we will develop new and relevant programmes in collaboration with ADRA Tanzania. However, in response to the challenges we have faced with partners during the last few years, we have worked deliberately to broaden our partnership approach. We now deliberately seek out other civil society organisations (CSOs) operating in our strategic focus areas, which have legitimacy in the societies in which they operate, promoting local interests and priorities. Working in partnership allows us to draw on each other's strengths and capacities. It is therefore crucial to involve partners who complement the capacity of ADRA Denmark and the local ADRA, most evident in our new activities in Tanzania. Our first project is a pilot project focusing on improving the market literacy of smallholder farmers in cooperation with ADRA Tanzania, RECODA, a local organisation with a specialist knowledge in addressing food insecurity and agricultural production, as well as Sokoine University of Agriculture (SUA).

ECHO Certification

During late 2019, we started the process of renewing our ECHO Framework Partnership Agreement. ECHO has become a significant partner for ADRA Denmark, contributing with almost a third of our funding in both 2019 and 2020. Currently, we have active ECHO projects in Syria and Sudan and intend on expanding the number of project countries in the coming years.

The process of renewing ECHO certification, which is very similar to the certification process for the Core Humanitarian Standard (CHS), was completed in late 2020, with ADRA Denmark becoming an approved ECHO partner for the coming seven years.



ADRA Denmark's Growing Humanitarian Portfolio

Over the past few years, our humanitarian portfolio has continued to expand, reflecting the increasing number of conflicts and displacements around the world. In order to meet the growing demands on our organisation, we have emphasised strengthening our own technical capacity within this area. Through increases in staffing within 2020, we have improved our capacity within cash-based assistance, protection, and humanitarian-specific monitoring systems. Our focus on learning and accountability has been expanded through a new MEAL (Monitoring, Evaluation, Accountability and Learning) Advisor. Additionally, capacities within our Finance Department have been strengthened, particularly within financial risk management.

This improved capacity is expected to enable us to better plan and manage humanitarian interventions, as well as support our implementing partners, also strengthening their capacities within these areas.

Strengthening the Capacity of the Board

ADRA Denmark recently gained two new board members, Rasmus Hylleberg and Jan Nielsen. Rasmus has been involved in development work and international cooperation for more than 25 years, including a recent posting as Country Manager in Rwanda and Burundi with the Baptist Union of Denmark. Rasmus has practical experience within governance, management, advocacy, integrating a rights-based and a participatory approach to programmes, and improving quality in implementation, monitoring and donor reporting. Jan has had a long career in financial management and compliance and has had many years of experience working in Denmark, Europe and across Africa.

Review of ADRA Denmark

In 2020, ADRA Denmark continued to follow up on the recommendations produced from the organisational review commissioned by Danida in 2019. Our progress towards these recommendations are included 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 to be achieved by 2021, Summary Results Framework

	By year end 2018:	By year end 2019:	By year end 2020:
Increased # of members and contributors (both members with a background in the Adventist church and outside the church)	695 members 978 contributors	529 members 978 contributors	645 members 1,028 contributors
Increased # of annually published articles and other contributions in the media	Six articles	19 articles	45 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	No significant change in 2020
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>	- Formal cooperation with DanChurch Aid and Danish Mission Council in developing <i>Verdensmålsbogen</i> Phase 2 - Formal cooperation with six other faith-based organisations, including Danish Muslim Aid, in the Network for Religion and Development
EU funds represent on average at least 25% of office turnover	17.9%	29%	30.1%
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	No significant change in 2020 due to COVID-19

Additionally, ADRA Denmark's three cross-cutting indicators for 2020, as agreed with Danida, are included in Annex Two.

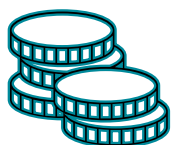




Progress and
Performance



Development Programming (Lot CIV)



Approved grant 2020: 21,000,000 DKK
Actual expenditure: 20,991,000 DKK

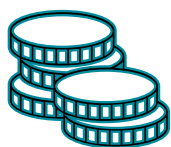


People reached:
5,276,822

Our development programming under Lot CIV during 2020 entailed two major programme interventions: the Action for Social Change programme (ASC), partnering with local ADRA organisations in Malawi and Uganda and the Resilience in the Horn of Africa programme (RiHA) with local ADRA organisations in Ethiopia and Sudan. Additionally, we kickstarted a pilot project in Tanzania, Farming for the Market, in cooperation with ADRA Tanzania, RECODA and SUA. What is more, due to the extreme socio-economic impact of the COVID-19 pandemic, a portion of our funds under Lot CIV (11%) were reallocated from planned projects and used instead to respond to the COVID-19 pandemic in our partner countries. Our partners were, in many ways, limited in their ability continue with the planned project activities, and therefore utilised the available funds, in agreement with Danida, to respond to the growing needs of the populations where they were already present.

Below are the selected indicators on the outcome/change area level for these programmes and activities, as per our Summary Results Framework, as well as the country specific results reporting for 2020.

Action for Social Change



Total programme allocation 2020: 6,917,000 DKK
Actual expenditure: 6,274,000 DKK



People reached:
142,200

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 2020, ADRA empowered 256 community-based groups (CBGs) in Malawi and Uganda, including farmers' associations, Parent Teacher Associations (PTAs), health clubs, school clubs, youth networks, etc, and improved the access to public services to over 142,000 people. However, as mentioned earlier, ADRA Denmark's partnership in Malawi came to an end, with activities phasing out by the end of June 2020. This, coupled by the enormous impact of the COVID-19 pandemic on project progress, significantly affected the reach of the programme and consequently our ability to meet the expected programme results in 2020, also with ongoing consequences in 2021.

The ASC programme abides by a human rights-based approach to development, 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. How, and the extent to which the ASC country



programmes 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 ASC Programme, Summary Results Framework

	2018 Target	2018 Result	2019 Target	2019 Result	2020 Target	2020 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	N/A	142,200
Change Area A: Communities articulate concerns and claim their rights						
# of CBGs actively involved in advocacy initiatives	93	59	98	100	73	21
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%	50%	64%
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	28	20
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	50	146
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	2	1

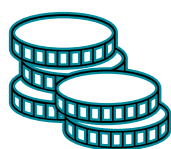
Malawi

Context Updates

The aftereffects of the 2019 Presidential elections still affected daily life across Malawi throughout the first months of 2020. The election results were nullified by Malawi's Constitutional Court after serious allegations of irregularities in the management of the elections, resulting in a rerun in June 2020. Political instability, rallies and demonstrations disrupted much of the country, compounded by the impact of COVID-19. Lockdowns, restrictions on travel and social gatherings paralysed economic, socio-cultural and political processes. It affected planned community activities, making it impossible to conduct productive public meetings, also affecting data collection and monitoring of programme activities.



Major Achievements for the ASC programme in Malawi during 2020



Approved allocation 2020: 1,400,000 DKK
Actual expenditure: 1,488,000 DKK



People reached:
110,000

Unfortunately, 2020 marked the final year of collaborating with ADRA Malawi after 30 years of great achievements together. The decision to cease the collaboration was, as described earlier, the consequence of a challenging process that began in 2019 rooted in disagreements on leadership and management.

The process and the decision affected the overall performance of ADRA Malawi and the final months of engagement with the CBGs in 2020. The programme, which began in 2011, made less progress in 2020 compared to previous years. Contributing to this was the fact that activities did not fully begin until a constructive and satisfactory agreement was made between ADRA Denmark and ADRA Malawi. When the ultimate decision about the termination was made in April 2020, project implementation focused on a relatively short exit phase, aiming at consolidating the achievements made over previous years. This included exit meetings with the 158 CBGs engaged with the project and with other relevant stakeholders that could collaborate with and support the CBGs in moving forward with their agendas.

Despite these challenges, ADRA Malawi was in 2020 engaged 158 CBGs and networks in Machinga, Mzuzu and Lilongwe districts, and the work of the CBGs positively impacted over 110,000 people. It shows the ability of the communities to advocate for their own issues after being engaged with the ASC programme.

An evaluation on the socio-economic impact of the programme, particularly looking at the impact on gender norms, had been planned for 2020, but had to be postponed due to COVID-19. It is however, expected to take place during the second half of 2021, and therefore the findings will be included and summarised in ADRA Denmark's 2021 Performance Report.

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

	2018 Target	2018 Result	2019 Target	2019 Result	2020 Target	2020 Result
Change Area A: Communities articulate concerns and claim their rights						
# of CBGs actively involved in advocacy initiatives	8	8	13	17	12	8
Change Area B: Community members utilise knowledge, skills and structures to pursue livelihood opportunities						
% of household expenditure used for food	N/A	71%	50%	77%	50%	77%
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	19	19	13	32	10	8
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	50	2,746	50	146



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	3	2	1	1	1
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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.

Throughout the first months of 2020, ADRA Malawi supported and collaborated with 158 CBGs and networks. ADRA has built the capacity of these formal and informal CBGs and networks¹ 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 of the community at large. ADRA facilitated constructive community dialogues between rights-holders and duty-bearers in order to encourage collective action.

During the first quarter of the year, ADRA witnessed progress on advocacy issues pursued by the CBGs. Groups spoke with one voice on issues of concern, increasing the inclusion of community members in decision-making processes. The achievement was only 25% compared to 2019 (eight claims addressed by duty-bearers in 2020, compared to 32 in 2019), however the figures must be seen in the short lifespan of the project in 2020. The issues raised by the communities included inadequate school blocks constructed in a primary school, exclusion from government support schemes, school dropouts, lack of potable water and an inappropriately placed dumping site, positively impacting people's access to basic public services.

ADRA also continued to use its powerful national radio (Zatonse) and TV (Tikuferanji) platforms as tools for awareness-raising and advocacy, however, during 2020 the platforms were only used during January. Community members directly contributed to the development and content of the broadcasts. The interactive media platforms have been 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. ADRA produced and aired four new radio programmes and four new TV programmes, and 18 programmes produced in 2019 were re-aired.

The Zatonse radio programme remained a live and interactive media platform airing issues affecting the people of Malawi, not only those in the ASC programme intervention areas. The four programmes aired focused on the issue of a dump site, which was attracting many young people, including school children, keeping them away from school. The radio broadcast presented the issue, focusing on complaints about delayed action on a decision to erect a fence around the dump site while awaiting the moving of the site to another area. Although the issue was not resolved by the end of the project, the radio programmes succeeded in feeding the public debate on the inefficiency of service provision in Malawi.

¹ Including farmers associations, community radio clubs, youth clubs and HIV/AIDS support groups, local religious and cultural leaders.



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.

VSLAs continued to be the primary, most reliable and convenient structure offering financial support to CBG members. VSLAs promoted savings and helped members to accumulate and generate income for investment in business, thus promoting economic resilience. 58 VSLAs were mentored in 2020, of which 83% of the 1,291 members were women. Due to the challenges caused by COVID-19 and the rapid exit phase, it was not possible to collect data from the VSLAs in 2020. The figures from 2019 demonstrated that 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. Although it was expected that 2020 would show similar figures, COVID-19 negatively impacted daily life of the VSLA members, negatively affecting income opportunities and savings, thus most likely preventing similar positive results. That being said, already by June 2020, six new businesses were established. The profits gained from the business activities enabled people to pay school fees for their children, build or improve their houses, and invest in communal structures.

Empowerment of the groups and linkages to service providers, government institutions and other stakeholders were key elements of the ASC programme. Throughout the exit phase, ADRA organised a series of face-to-face meetings with groups and networks together with relevant duty-bearers to create platforms for reflection and agree on opportunities for the future. The meetings showed that beyond the frustration of the termination of the support from ADRA, the groups as well as the various duty-bearers were strongly committed to continue what the programme initiated.

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.

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. The increase in income from those participating in the Farmer Market School (FMS) training in 2018 and 2019 was evidence enough for many others in the community, who subsequently wanted to join and learn from these project activities during 2020, motivating the farmers to explore and produce based on market demands and act with confidence in the market.

Despite the limited support offered to the FMS groups during 2020, there were also clear signs of the sustainability of the approach. The Mbonechera Association scored another profitable agreement to sell its cotton and the Titukule FMS supported its members from the Mbawemi Women Organisation to establish an agreement with E-HAB in Mzuzu to buy soya. The Kadawonda, Kapondero, Nkhorongo and Choma farmer organisations were also selling their products at Shoprite supermarkets.



Major Challenges and Deviations during 2020

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 example, authorities perceived the Tsabango Youth Network as opponents who were deliberately targeting them on political grounds, whereby ADRA encouraged and supported them to find ways to continue to engage through non-confrontational advocacy.

The outreach of the television programme, Tjikuferanji, was further reduced during 2020. The media platform, which was 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 in 2019. Although it was foreseen and plans were made to find a new approach upon his departure, the challenges were compounded by an increase in production costs. The programme subsequently shifted channels, which however resulted in a loss of viewers. A plan to address the falling impact of the programme (which included 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.

The previously mentioned challenges in the partnership with ADRA Malawi created significant uncertainty among staff, which negatively affected the implementation of the ASC programme as reflected in the limited results presented above. However, an assessment of the overall impact of the ASC programme will be undertaken in 2021, hopefully capturing the many successes the programme achieved during its almost 10 years of implementation.

Installation of electricity at Mangamba Health Centre

Mangamba Health Centre services 64,479 community members and was powered by solar power panels installed by the government in 2013. However, these had been faulty since 2018 and calls for their repair had been left unaddressed. Patients were required to bring their own candles or torches when they visited the health centre. A national hydro powered electricity grid was installed in the area and community members and other government institutions had been able to access electricity from the grid. Unfortunately, the health centre was not connected to the grid due to a lack of suitable electrical wiring. After years of frustrations, traditional and community leaders took the issue to Mangamba Reflect Circle to assist in advocating for electricity for the centre. The Mangamba Reflect Circle has been raising issues of concern on behalf of their community since 2014, with ongoing support from ADRA Malawi, who trained them in issue identification and supported them in developing and implementing advocacy plans.

The Circle called for interface meetings with Ward Councillors, Members of Parliament, the Area Development Committee, the Health Advisory Committee, traditional leaders and community member representatives. After discussions, they agreed that the Member of Parliament should use funds from the Constituency Development Fund for the activity. The Member of Parliament agreed on the possible solution but informed the participants that the funds would be available after the next parliamentary budget session to be held in June 2020.

The Reflect Circle further engaged the Electricity Supply Cooperation of Malawi (ESCOM) on the possibility of supplying electricity to the health centre using the Cooperations' funds and that the community would support the services. ESCOM agreed with the suggestion and installed the necessary cabling to link to the hydro powered electricity grid, supplying electricity to the health centre from May 2020.



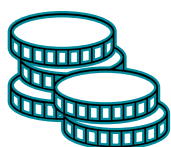
Developments in Key Risk Factors

Programme implementation in Malawi in 2020 faced a number of external risks. The post-election period, resulting in the annulment of the election results created months of uncertainty for the population and continually pitted political groups and their supporters against one another. ADRA continued to partner with likeminded civil society actors and worked on maintaining an open and constructive dialogue with the government, which has always been an important strategy to 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 second round of 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.

The COVID-19 pandemic was not expected nor planned for, and restrictions on gatherings and meetings greatly affected the planned community activities. ADRA attempted to mitigate the spread of transmission of the virus by limiting physical interaction with community members where possible, while at the same time still conducting activities that could be implemented in a way within the respective guidelines.

Reallocation of Funds for COVID-19 Interventions



Approved allocation 2020: 370,000 DKK
Actual expenditure: 342,000 DKK



People reached:
5,000,000

When the coronavirus started spreading, it seemed obvious to build on ADRA's previous media work and high public profile in Malawi to raise awareness about COVID-19. As our partnership with ADRA Malawi was ending, we decided to partner with a small local organisation, Applied Development Communications and Training Services (ADECOTS), that has a very strong focus on developing high-quality communications materials and media programmes. ADECOTS was granted 370,000 DKK to develop radio and TV spots demystifying COVID-19 during July and September 2020. ADECOTS produced and broadcast five fifteen-



minute TV edutainment dramas, five radios spots and one TV spot, and two public announcements enabling the project to reach more than 5,000,000 people. The broadcasts were part of a campaign named '*Sankhani Moyo*' (Choose life) and reached much wider than anticipated (over 200% more than expected).

The programmes were very popular due to the way they represented real life situations and challenges. Consequently, broadcasters were very supportive, offering to repeat broadcasts free of charge. It was originally planned that two national television stations would air the materials over five weeks, but an additional two stations



offered to air the programmes for free. Also, instead of the three planned radio stations airing the radio spots, nine radio stations were airing the spots by the end of the project period.

The Ministry of Health also embraced the media materials. The Ministry used the various timeslots to communicate emerging issues, participated in message development and negotiated with various community radio stations to broadcast the materials for free. It also referred organisations looking for COVID-19 materials to ADECOTS.

Audience feedback reported that the broadcasts were directly responsible for the increase in knowledge about COVID-19 prevention, and the *Sankhani Moyo* programmes became the main forum for communicating about COVID-19 to the Malawian population. The numbers of daily COVID-19 cases were 200 on average per day when the programmes began broadcasting, and the rate dropped down to approximately 20 cases per day when the project finished. Key stakeholders, including the Ministry of Health attribute this drop to the immense success of the *Sankhani Moyo* campaign.

Uganda

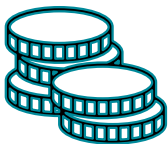
Context Updates

During 2020, Uganda was, like almost all other countries, affected by the outbreak of COVID-19 and in March 2020 the Government of Uganda locked down the country and instituted restrictions intended to prevent the spread of the virus. Consequently, public gatherings were banned, public markets, public transport, schools and tertiary education institutions were closed. Restrictions on movements and gatherings negatively impacted food security, including the decline in business activity, labour demand, and domestic demand for agricultural products. These restrictions negatively affected the lives of Ugandans and had a serious impact on ADRA's activities at national, regional, and field level. ASC programme activities such as trainings, community dialogues and engaging with stakeholders, as well as VSLA meetings, etc. were brought to halt until July 2020.

The VSLAs and income generating activities were negatively affected by the lockdowns imposed by the government and the limitations on the sale and consumption of livestock products. Even when the government eased the restrictions, including opening public markets and transport, the economic recovery of the VSLAs was slow and household incomes remained below average, particularly among households that relied on petty trade, livestock, and the sale of milk and cereals.

On the political arena, 2020 was the start of the national political campaigns for the presidential, parliamentary and local council elections, which was held in January 2021. The months before the election were characterised by campaigns of targeted restrictions against dissenting voices, and many civil society organisations experienced constraining legal regulation, numerous bureaucratic hurdles, extensive reporting obligations, and surveillance of their work, arguably further shrinking the already limited space for civil society.

Major Achievements for the ASC Programme in Uganda during 2020



Approved allocation 2020: 5,300,000 DKK
Actual expenditure: 3,623,000 DKK



People reached:
32,200

ADRA Denmark has, since 2009, focused on strengthening civil society actors with ADRA Uganda in Karamoja, primarily in Kaabong, Kotido and Abim districts, through supporting CBGs to act as local change agents. COVID-19 negatively impacted the ASC programme in Uganda, as restrictions on gatherings in combination with the already shrinking civic space limited the ability of communities to come together and raise issues of concern. ADRA Uganda,



nevertheless, continued to focus its efforts on supporting CBGs where possible and also reallocated part of the ASC budget to respond to the socio-economic impact of COVID-19, as detailed below.

Select Indicators for the ASC Programme in Uganda, Summary Results Framework

	2018 Target	2018 Result	2019 Target	2019 Result	2020 Target	2020 Result
Change Area A: Communities articulate concerns and claim their rights						
# of CBGs actively involved in advocacy initiatives	61	36	61	44	61	13
Change Area B: Community members utilise knowledge, skills and structures to pursue livelihood opportunities						
% of household expenditure used for food	50%	57%	50%	49%	50%	50%
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	91	55	26	18	18	12
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	N/A	N/A	N/A	N/A	N/A	N/A
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	0	0	0	0	1	0

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.

Change Area A: Communities articulate concerns and claim their rights

Despite COVID-19 restrictions and lockdown, ADRA Uganda continued, particularly throughout the first quarter of 2020, to play a facilitating, coaching and mentoring role in supporting 98 CBGs to be civil society actors, and 13 CBGs were actively engaged in advocacy initiatives. The decrease, compared to 2019, where 44 of the 98 CBGs were actively engaged in advocacy initiatives, was attributed to COVID-19 restrictions as well as the limitations placed on public gatherings in the lead up to the election. Throughout the year there were limits on community dialogue meetings, which are usually the main platform for CBGs to raise advocacy issues to relevant duty bearers.

As a result of the contextual challenges, ADRA Uganda adapted programme activities and increasingly supported the use of media platforms, such as radio broadcasts, as platforms for right holders to raise and address issues of concern. Throughout the year, 17 radio broadcasts were aired on local FM radio stations bringing issues concerning



e.g., sexual and gender-based violence (SGBV) and the lack of public services to a public audience. Radio broadcasts were also used to create awareness among communities on COVID-19 prevention measures.

As a result, 16 SGBV cases were reported by supported CBGs during the period July to October 2020. For example, after a woman from the community was badly beaten because she refused to be forced into marriage, the Lorukumo Women’s group reported the case to the Ugandan Human Rights Commission and the Family and Protection Unit of the Police Force. Consequently, the perpetrator was arrested and is awaiting trial. Traditionally, forced marriages are commonplace in Karamoja, and therefore it is worth noting the groups’ response. Prior to ADRA’s engagement with the local community, reporting incidences like this would never have happened, but after ongoing capacity building of the Lorukumo Women’s group, including trainings about the rights of women, SGBV, and the laws in place protecting them, they knew exactly how to respond to protect this injured woman.

During 2020, 14 out of 30 issues raised by CBGs were addressed. For example, in Kotido the broadcasting on Karibu FM local radio station on the issue of non-functional boreholes resulted in 22 boreholes being repaired by the District Water Office. ADRA Uganda supported the costs of broadcasting as well as facilitated a journalist to document the issue of broken boreholes.

Lokiding Ekwarunos group in Kotido raised the issue of major construction cracks in the local health centre building during a community dialogue. As a result, Kacheri sub county administrators promised to allocate a budget throughout 2020 to repair the health centre. By the end of the second quarter 2020, renovation works were completed. The local community also donated additional land for an expansion of the health centre. The Lokiding Ekwarunos group was trained by ADRA Uganda in evidence-based advocacy and developing advocacy plans.

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.

During 2020, the number of VSLAs routinely saving and loaning decreased from 51 in 2019 to 37 in 2020. Of the 37 VSLAs, only six VSLAs were able to increase their share value compared to 13 VSLAs in 2019. The number of CBG



members engaged in income generating activities also decreased from 63% in 2019 to 24% in 2020. COVID-19 and the implications on the income opportunities of the Karamojong negatively affected the whole structure of the VSLAs, wherein savings were halted in many groups, those with loans could not pay them back and members started confiscating other members’ property to recover their money, leading to conflict within the groups. This unfortunate experience has been a very important learning experience for ADRA. VSLAs are critical for the sustainability of the ASC approach, in that our assumption has been that if group members were active in strong VSLAs, then they would be able to meet the costs of advocacy initiatives, such as transportation costs to attend community meetings, or invest in livelihood opportunities. VSLAs work as a galvanising force, keeping people coming together to save and access loans, all the while creating opportunities to discuss other issues of interest, including rights and protection concerns.

Therefore, to leverage the VSLAs out from the financial crisis, 18 VSLAs received small grants to boost/reactivate their savings portfolio, targeting those VSLAs which had demonstrated strong leadership and



governance. The small grants were managed on saving and loaning principles; the funds acted as the principal for subsequent cycles; the loans were for VSLA members to access credit and pay back with interest. The approach is not expected to continue after 2020 as it was used as a one-off recovery intervention precipitated by the extraordinary situation caused by COVID-19. ADRA's field staff will continue to follow up closely (weekly) with the VSLAs to provide support and monitor progress and continuously assess how to prevent this collapse of the VSLA structure in future emergency scenarios.

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 continued to support local duty bearers to be able to respond to advocacy issues raised and to advocate on behalf of their constituencies. In 2020, 30 new advocacy issues were identified compared to 44 in 2019. The decrease was due to restrictions on community gatherings. At the same time CBGs were busy following up and tracking unaddressed advocacy issues identified in 2019. 40% (12) of the issues identified were fully addressed by relevant duty bearers during 2020. The number of CBG members having reported a positive response on their last contact with local bearers decreased from 68% in 2019 to 24% in 2020, largely due to the impact of COVID-19, whereby local government priorities focused on the prevention of the spread of the virus and other issues of concern were side-lined.

During 2020, community engagement meetings at parish level, where rights-holders normally have one of the few opportunities to directly influence the annual sub county development priorities and budgets, were not held because of the restrictions on public gatherings. Consequently, the priorities of the local communities were not included in budgeting cycles. As COVID-19 restrictions are lifted, ADRA will continue to build the capacity of Parish Development Committees and strengthen platforms for community involvement in government budgeting processes. ADRA has learned that radio is an effective platform for community involvement and engagement with stakeholders and will work towards supporting the use of radio as platforms at sub county level for enhancing the voices of communities.

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's 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 2020, ADRA partnered with Karamoja Development Forum, an indigenous CSO specialised in media communication and advocacy, to develop cheaper and relevant content reflecting the issues and challenges facing the people of Karamoja. As a result of the partnership, a video documentary on land rights was produced and broadcast on two national television channels in 2020. This has created a platform for people of Karamoja inform and influence discussions at national level.



During 2020, ADRA continued engaging traditional and religious leaders at local and national level to promote human rights and to change harmful traditional and social norms and practices. During the year, ADRA Uganda was part of a national initiative where the Inter-Religious Council of Uganda, including religious leaders from five religious denominations (the Catholic Church in Uganda, Uganda Muslim Supreme Council, Church of Uganda, Uganda Orthodox Church, and the Seventh Day Adventist Church Uganda) developed five pastoral letters with a common standpoint on subjects such as equal education opportunities for boys and girls, GVB, teenage pregnancies, and property rights. The pastoral letters were developed with arguments from a religious standpoint and addressed negative cultural practices. 1,500 letters were distributed through networks and churches of different denominations and discussed with various stakeholders at the national and local level. Pastoral Letters are a powerful tool to instruct, admonish and direct congregations and communities for behavioural change. Representatives and lay-leaders from the Inter-Religious Council in Kaabong, Kotido and Abim were trained by ADRA in human rights and evidence-based advocacy.

Major Challenges and Deviations during 2020

The outbreak of COVID-19 and the subsequent enforced restrictions were the main challenges to the implementation of the ASC programme in Uganda in 2020. This was particularly a problem for the work of the CBGs and their advocacy efforts, as there were limited opportunities to hold community dialogue meetings, which are key platforms for advocacy vis-à-vis duty bearers. The start of the general elections period in the country compounded this challenge, limiting the opportunity for citizens to advocate for and claim their rights to basic services, as this was perceived by the authorities to discredit the current government.

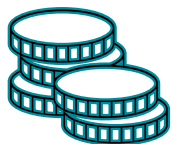
Developments in Key Risk Factors

The Ugandan Government took several measures towards controlling the operational space of organisations working on issues of human rights, anti-corruption, electoral democracy, social justice and accountability issues. The government arrested its political opponents and blocked political rallies, using COVID-19 restriction as arguments.

From a programme perspective ADRA Uganda experienced censorship during 2020. For example, radio talk shows addressing gaps in basic service provision within health and land ownership were censored. ADRA is required to share all 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. These controls severely limit local communities in their ability to freely raise issues of concern with the relevant duty bearers.

To mitigate future risks, ADRA continued pursuing its programme strategy of involving indigenous CSOs, as they, as ADRA’s implementing partners, do not need 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.

Reallocation of Funds for COVID-19 Interventions



Approved allocation 2020: 904,872 DKK
Actual expenditure: 963,000 DKK



People reached:
21,050

The effects of the COVID-19 lockdown had far reaching negative consequences in remote areas of Uganda, ranging from socio-economic, nutrition, hygiene, protection to gender relations, of which Karamoja was no exception. At community level, the majority of the population suffered greatly from the imposed lockdown between March and June 2020, with savings, capital and food stores depleted, greatly affecting the wellbeing of many already vulnerable communities.



In order to mitigate some of those negative effects, funds (973,568 DKK or 21% of the planned ASC budget) from the ongoing ASC programme were reallocated to COVID-19 prevention and response activities. ADRA worked closely with the district task forces to reach community members at the household level, hereby contributing to the government's preparedness and response plan, reaching approximately 21,050 people in 25 sub-counties and 52 parishes with risk communication, social mobilisation and community engagement interventions in the same three districts targeted in the ASC programme.

Ten radio spot messages on COVID-19 prevention measures were developed in collaboration with health officials, medical personnel as well as the local COVID-19 task force and broadcast by two local FM radio stations, Etoil A Karamoja for Kaabong and Kotido and Karibu FM in Abim. Radio spot messages were complemented by a door-to-door campaign to sensitise individual households on COVID-19 prevention measures and to influence behaviour change. ADRA supported platforms, such as the religious institutions in Abim, Kotido and Kaabong to be used as conduits to sensitise the broader public against COVID 19. ADRA Uganda also involved local musicians in composing nine songs for community sensitisation on COVID-19 prevention. Songs were used to sensitise and mobilise local communities in 24 sub counties through a public address system mounted on a truck, moving from village to village.



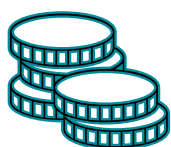
To prevent the spread of COVID-19, ADRA supported communities to access water to improve sanitation and hygiene. Community groups and local leaders already engaged in ADRA's activities under the ASC programme participated in the identification and selection of boreholes to be rehabilitated. Thus, 22 water points in Abim were successfully rehabilitated.

ADRA, being a member of the district COVID-19 Task Force co-funded the repair of boreholes. However, despite the Task Force's effort to repair boreholes, the needs outweighed the available resources. Most boreholes in villages in Kotido and Kaabong were registered as broken down, negatively affecting access to water for hand washing. ADRA will continue, alongside the communities involved in the ASC programme, to lobby and advocate duty bearers to repair water sources in Kotido, Kaabong and Abim, as well as to strengthen the maintenance of the various water sources.

Additionally, hand washing facilities were provided to two hospitals and a health centre in the region, and 1,890 community members from 60 CBGs received hygiene kits, including soap and jerrycans. Monitoring and supervision was conducted by ADRA to ascertain the effective use of the items supplied and the CBGs were actively engaged in sensitisation and awareness campaigns within their communities.

In order to counter the negative economic consequences of the various lockdowns and restrictions, ADRA provided 60 CBGs (or 1,881 community members) with assorted agricultural inputs to support household food production as a one-off activity to cope with the effects of COVID-19. Also, the ongoing quarantine on the sale and consumption of livestock due to an outbreak of foot and mouth disease limited the opportunities of the predominantly pastoralist people to generate household income. As such, ADRA supported emergency livestock vaccination and a total of 17,498 goats were successfully vaccinated from 509 households.

Resilience in the Horn of Africa



Total programme allocation 2020: 19,634,000 DKK
Actual expenditure: 17,983,744 DKK



People Reached:
49,286

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. The programme comprises three projects, namely the Tamkeen Muzarein Project (TMP) in White Nile, Sudan, the Supporting Community Engagement and Empowerment in Darfur (SCEED) project in West Darfur, Sudan and the Resilience in the Horn of Africa (RiHA) project in Somali Region, Ethiopia. TMP is also supported with funding from the European Union.

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. These capacity building processes focus on increasing the diversity of livelihoods, supporting climate change adaptation and enhancing choices available to community members.

The indicators below are following the revised Results Framework for the RiHA programme forwarded to Danida for approval in November 2020 as a follow-up to the annual consultations held in October 2020. In the tables below, the RiHA programme has been disaggregated into 3 elements: TMP (Sudan), SCEED (Sudan) and RiHA Ethiopia, in addition to the below summary of all of the projects under the RiHA programme.

Select Indicators for the Resilience in the Horn of Africa Programme, Summary Results Framework

	2020 Target	2020 Result
Overall Objective: Vulnerable people in marginalised areas of Sudan and Ethiopia are more resilient		
# of people with increased resilience assets / characteristics (physical, natural, financial, social, human)	25,815	49,286
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 CAP projects implemented	10	16
# of people who benefit from CAP projects	9,000	17,497
% community contribution to CAP projects	50%	43%
# of individuals with improved access to water	9,075	12,500
Change Area B: Financial resources are well managed for resilience building		
# of VSLAs functional groups established	82	206
# of VSLA members	850	3,851
# of VSLA members taking loans	-	868
Change Area C: Communities benefit from climatic adaption techniques and improved production methods		
# of farmers and ToT farmers trained in FFS / PFS / FMS	6,740	15,278
# of goat groups established	15	16
# of women trained and engaged in goat rearing	150	160
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 collaborations with other stakeholders	3	7



Sudan

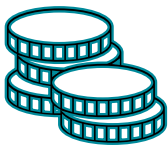
Context Update

During the reporting period, Sudan moved from political and revolutionary turbulence to peace talks between all political parties and other members of the civil movement in the country. The peace talks culminated in the formation of a transitional civil government with a sovereign and new legislative council. Today, the majority of the country is relatively calm despite sporadic protests and demonstrations.

During 2020, the Sudanese Pound experienced severe depreciation. This resulted in inflation, particularly of food commodities and other necessities, negatively impacting on project beneficiaries. From March 2020, the COVID-19 pandemic reached Sudan and the Sudanese Government developed a countrywide preparedness and response plan for virus prevention, including lockdown and restrictions on movement. The economic crisis, combined with the COVID-19 outbreak and related restrictions, had severe consequences for communities. Many households missed the meagre income they would have accessed from occasional work in the informal sector, which collapsed following the restrictions on movement. Moreover, the restriction of movement delayed the farmers’ access to their fields at the onset of the agricultural season in June 2020.

In December 2020, the security situation in Geneina, capital of West Darfur state, deteriorated as violent clashes between Arab and Masalit tribes erupted in Krinding area, which resulted in massive displacement. The conflict started out as a dispute between Masalit and Arab tribesmen in the Krinding internally displaced people (IDP) camp (approximately three kilometres east of Geneina), after growing inter-communal tensions between Arab nomads, and the indigenous communities. People fled and camped in schools and government institutions. The conflict has affected up to 70,000 individuals and left more than 46,000 civilians displaced.

Major Achievements of TMP during 2020



Approved allocation 2020: 13,634,000 DKK
Actual expenditure: 12,037,744 DKK



People Reached:
24,730

TMP, which began in 2017, has a total four-year budget of over 30 million DKK, of which 26% is funded under Lot CIV, with co-funding from the European Union. TMP focuses on access to and availability of water for human, agriculture and livestock use and consumption as well as on improving resilience through VSLAs and Farmer Field Schools (FFS) and FMS. The project is expected to end in July 2021.



Select Indicators for the TMP project in the Resilience in the Horn of Africa Programme, Summary Results Framework

	2020 Target*	2020 Result
Overall Objective: Vulnerable people in marginalised areas of Sudan are more resilient		
# of people with increased resilience assets / characteristics (physical, natural, financial, social, human)	10,900	24,730
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 individuals with improved access to water	9,075	12,500
Change Area B: Financial resources are well managed for resilience building		
# of VSLAs functional groups established	63	178
# of VSLA members	375	3,118
# of VSLA members taking loans	-	555
Change Area C: Communities benefit from climatic adaption techniques and improved production methods		
# of farmers and ToT farmers trained in FFS / PFS / FMS	1,250	9,112
# of goat groups established	0	0
# of women trained and engaged in goat rearing	0	0
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 collaborations with other stakeholders	min. 1	2**

* The TMP is a 4-year project with the timeframe being August 2017 - July 2021. In the relevant project document, the project targets have been set for the 4-year period and have thus, in most cases, been divided by 4 in the above table.

** Friends of Peace and Development Organization, Ministry of Production and Economic Resources

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.

In order to have a livelihood future in this area, the communities prioritised improved access to water for consumption as well as agriculture and livestock. Without these water systems, most people in the area would access drinking water from the Nile River, streams, ponds, unprotected wells, dams, and other unsafe sources.

During 2020, a water system in Wad Abkaraya village in Al Salaam locality was constructed, benefitting at least 12 villages (12,500 individuals). As a result of the water system, the walking distance from dwellings to the source of drinking water was significantly reduced, from 7-10 kilometres to just 300-600 meters. With this water system, the burden of unpaid domestic work for women and girls, as well as the risk of SGBV has been reduced.

The water system was established in cooperation with the government Drinking Water Corporation and a water committee comprising community members.



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.

VSLAs continued to improve social cohesion and support solidarity among community members. An additional 178 new VSLAs were established in 2020, bringing the total to 258 since the project began, with a total of 3,118 new members (of which 84% were women). The VSLA's serve as a vehicle for members to learn and practice resource management. During the year, the savings and loans obtained from the VSLAs were used for farming expenses, the start-up of small businesses, school fees and health care, amongst others.

Moreover, VSLAs allow women to actively participate in and contribute to the local economy. This is significant, as traditionally, the women in these communities are not allowed to conduct any transaction without the approval of their husbands. Through VSLAs, women are able to participate in income-generating activities that usually are limited to men. Of the 555 members who took loans in 2020, 95% were women. A notable impact of VSLAs is that women now have more power over the household economy and become more involved in decision-making, e.g. pushing for sending their girls to school.

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.

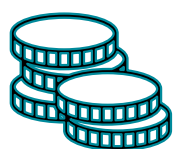
Agricultural productivity has been improved as a result of FFS, compared to traditional agricultural systems. For example, for the 2020 season, the average productivity of wheat being harvested by the FFS farmers was 609 kg per feddan², compared to the traditional system which produced 315 kg per feddan. Similar results were observed in other crops such as sesame (385 kg/feddan in 2020 vs. 150 kg/feddan traditionally), peanuts (457 kg/feddan in 2020 vs. 185 kg/feddan traditionally), sorghum (581 kg in 2020 vs. 493 kg kg/feddan traditionally), and okra (861 kg/feddan in 2018 vs. 392 kg/feddan traditionally). The improved productivity led to increased incomes, improved food security and a positive change in the communities' knowledge, attitudes, and practices towards improved technology. Also, cases of non-participant farmers using the improved technologies introduced was observed.

Additionally, government Agricultural Extension Officers were involved in the project activities and trained on FFS and FMS approaches. By doing so, technical knowledge was effectively transferred to the local setting ensuring that it is retained in the communities even after the project closes in July 2021.

² A feddan is a unit of area (4200m²) and is a term used in Sudan, Egypt, Syria and Oman.



Major Achievements of the SCEED project during 2020



Approved allocation 2020: 2,600,000 DKK
Actual expenditure: 2,666,000 DKK



People Reached:
15,547

The SCEED project began as started in 2020 and builds on the experiences from the previous Sustainable Access to Health, Education and Water for All project in West Darfur. Through the SCEED project, the areas of intervention were expanded to also include Central Darfur and successfully applies a combined basket of different approaches to enhance community resilience, including CAP, VSLA, FMS and FFS.

Select Indicators for the SCEED project in the Resilience in the Horn of Africa Programme, Summary Results Framework

	2020 Target	2020 Result
Overall Objective: Vulnerable people in marginalised areas of Sudan are more resilient		
# of people with increased resilience assets / characteristics (physical, natural, financial, social, human)	10,250	15,547
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 CAP projects implemented	2	6
# of people who benefit from CAP projects	5,000	9,920
% community contribution to CAP projects	50%	48%
Change Area B: Financial resources are well managed for resilience building		
# of VSLAs functional groups established	10	13
# of VSLA members	250	321
# of VSLA members taking loans	125	162
Change Area C: Communities benefit from climatic adaption techniques and improved production methods		
# of farmers and ToT farmers (f, m) trained in FFS / FMS groups	5,000	5,306
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 collaborations with other stakeholders*	min. 1	3

* Ministry of Agriculture, Food and Agricultural Organisation of the United Nations, Voluntary Organization for Rural Communities and Generations for Social Development

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 six CAP projects implemented in 2020 provided a number of positive impacts among the communities. For instance, in the case of Amar Jadid and Hashab, both communities prioritised the construction of community centres, which are now being used by youth, women and community leaders to meet. Furthermore, through CAP, two water points were rehabilitated in the villages of Umkalol and Hashaba, making potable water available for 1,000 households and contributing to a reduction in the risk of water-borne diseases and the risks associated with collecting water. Also, a waiting area was constructed in Bejbej health clinic, providing patients with a private and protected shelter.



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 2020, VSLA group members, which are mostly women (90% of the 375 new members in 2020), managed to invest in farming and animal husbandry or other income generation activities. This allowed them to pay for food, clothes, school fees and medication for themselves and their children. This also contributed to increased decision-making power among women within their households and more personal confidence. Moreover, as women increase their financial contribution to the households, both women and men are reporting increased respect for the role that women play within the family. Thus, the VSLA approach has resulted in the empowerment of women and has contributed to improved gender equality.

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.

Throughout 2020, 5,306 farmers adopted new techniques such as using improved seeds that give higher yields, have a shorter production cycle and are more resistant to drought and insects. Moreover, through training in FMS, farmers were enabled to sell their products not only through middlemen but also directly to the consumers. FFS / FMS groups were formed and trained in close coordination with the Ministry of Agriculture (MoA) Extension Officers improving the long-term impact and sustainability of the results.

Ethiopia

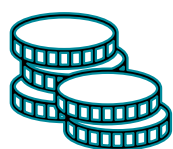
Context Update

Ethiopia announced its first COVID-19 cases in March 2020. The country was classified as high-risk due to its many international borders, particularly relevant in Somali Region, sharing a long border with Kenya, Somalia and Djibouti, and as such restrictions on movement and gatherings were imposed. Due to the pressing situation in Ethiopia, ADRA Denmark reallocated funds from the closing ASC programme in Malawi for COVID-19 prevention and response activities in Ethiopia. These activities were implemented with additional funds from ADRA Denmark's Flex Funding, and as such are reported on page 55.

Swarms of locusts also ravaged the region in the beginning of 2020, negatively affecting the already bleak food security situation. Much effort was made to control the plague, however it caused widespread damage to crops, pasture and rangelands, including pastoral and agro-pastoral areas in the region. This was then followed by recurrent drought and poor performing rains that affected the livelihoods and food security of pastoral and agro-pastoral communities. The below-average rainfall limited the availability of pasture and water, resulting in significant agricultural losses and contributing to low purchasing power for poor households.



Major Achievements of the RiHA project during 2020



Approved allocation 2020: 3,400,000 DKK
Actual expenditure: 3,280,000 DKK



People Reached:
9,009

The RiHA project in Ethiopia only began implementing activities in 2019, after delays in receiving the necessary approvals throughout 2018. The project targets agro-pastoralist communities in Somali Region, aiming to improve their resilience through the application of Pastoralist Field Schools (PFS), FFS, FMS, VSLAs, CAP and Women Goat Groups, and draws on the achievements and experiences of the projects implemented in Sudan.

Select Indicators for the RiHA project in the Resilience in the Horn of Africa Programme, Summary Results Framework

	2020 Target	2020 Result
Overall Objective: Vulnerable people in marginalised areas of Ethiopia are more resilient		
# of people (f, m) with increased resilience assets / characteristics (physical, natural, financial, social, human)	4,865	9,009
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 CAP projects implemented	8	10
# of people who benefit from CAP projects	4,000	7,577
% community contribution to CAP projects	50%	37%**
Change Area B: Financial resources are well managed for resilience building		
# of VSLA functional groups established	9	15
# of VSLA members	225	412
# of VSLA members taking loans	-	151
Change Area C: Communities benefit from climatic adaption techniques and improved production methods		
# of farmers and ToT farmers trained in FFS / PFS / FMS	490	860
# of goat groups established	15	16
# of women trained and engaged in goat rearing	150	160
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 collaborations with other stakeholders	1	2*

*Zonal Livelihood Sector Office, Adadle Education Office

** The 37% contribution is the cash contribution only. On top of this comes local materials (stone, sand and water) and labour.

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.

During 2020, it was evident that local communities have taken ownership of the CAP projects implemented in the different localities, through active participation in the design, contribution, and management of the various projects. Representation in the process was broad, including young and old, men and women, clan leaders, religious leaders and representatives from various vulnerable groups. The CAPs implemented, which included



school buildings, health posts, veterinary posts, and a drinking water reservoir, had various positive effects on the involved communities. For instance, the construction of school buildings and the advocacy initiatives towards Adadle Education Office resulted in the number of teachers available in the area increasing from zero or one up to six teachers per school and the Education Office providing materials like desks, chairs, blackboards and books. This has meant a dramatic increase in the quality of education and in the number of children attending school. Another example is the drinking water reservoir that has improved the access to water and saved women and children an eight-hour walk during the dry season to fetch water. An important lesson from the project is that it is possible to mobilise government offices to contribute to community projects when the advocacy efforts follow the government planning cycle and are conducted before July, which is the start of the new budget year in Ethiopia.

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 2020, 15 fifteen new VSLA groups were established, which was more than the nine planned. The overachievement is attributed to the suitability of the system to the context, namely that the share size accommodates people of different economic status and that it is perceived as a safe way to deposit savings and take loans. Most of the VSLA members are women (362 of the 412 new VSLA members) and many are also members of the FFS, PFS and FMS groups. The savings and loans were utilised for crop production, small animal purchases and different kinds of income generating activities, as well as household consumption, schoolbooks, school uniforms, medication as well as water pump maintenance. The VSLAs also gave loans to community



members that are not part of the groups based on their own set criteria, which increased acceptance by the community since it is widely seen as a bank system that allocates cash in the villages. As is also the case in Sudan, the VSLA approach contributed to improving gender equality as it is most often the women who are interested, disciplined and successful in utilising this approach (over 85% of those who took loans in 2020 were women).



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.

Throughout 2020, six PFS and six FFS groups were established and trained (each group comprising of 25-40 people). Some of the groups started using the new methods and techniques, including climate adaptation techniques such as livestock fodder production and preservation for the dry season of the year. Moreover, 16 goat groups were established, and 'revolving' goats distributed for the first eight groups and the remaining eight groups are expected to receive goat kids from this batch.

Major Challenges and Deviations for the RiHA Programme during 2020

Given the volatility of the economic situation in Sudan wherein local currency value depreciates daily, saving cash in a VSLA box for even a week can result in big losses. ADRA therefore emphasised to VSLA members that while saving money is good practice, it was not advisable considering the situation. VSLA members were encouraged to loan regularly and ideally no money should remain in the box. This not only prevented the depreciation of the money but also encouraged economic activity within the community.

In Ethiopia, access to the local communities was one of the biggest challenges in 2020, as movement was restricted due to COVID-19, while at the same time pastoralists were moving to distant places in the search of pasture and water for their livestock. This led to the delay of some activities, but the overall implementation proceeded surprisingly well, probably due to the project's focus on community ownership. The RiHA approach of empowering

The foolish savings bring fruit for Tamat Korane

On a regular day, Tamat Korane wakes up early in the morning, cooks for her family, collects firewood, washes clothes and attends to the family plot. The 42-year-old woman is mother to 10 children, and she is a wonderful cook. However, the living conditions in Bursaredo Kebele in Somali Region, Ethiopia, are hard. The loss of crops or cattle is a daily challenge in the drought affected area. Modern banking has not yet reached the remote areas of Ethiopia, and loans are therefore a distant dream for the local farmers and pastoralists. They get minimal support in times of hardship, and the regular droughts and natural disasters mean that they often need to invest in new seeds or equipment. It is extremely rare to access loans from banks, because they often demand collateral to lend money, which is a complex task for Tamat Korane. However, just a year ago she received training from ADRA's project in VSLAs, which inspired her. She formed a group and started saving and borrowing money with her friends. At first, the idea seemed like a foolish joke to her husband. "What kind of change will you make by putting 20 birr (0.60 USD) per week into your group savings? It is madness and you have no clue about what you are doing", the husband said. But she did not stop and continued to save and borrow money to buy seeds and other farm necessities. With time she would show her husband the fruits of their savings. She borrowed 3,000 birr (84 USD) from the group, which was invested in tomato seeds. When she sold the tomatoes, she could pay her loan and added an extra 2,000 birr to her savings. Her husband was very surprised and now it was her time to talk; "You shouted at me and did not give me a chance to explain. You were afraid of my idea. Now you can see it is working, and it is a lesson for both of us that it is not madness to test new ideas. I have proven that it can actually improve our livelihood."



community groups and not just delivering services meant that the VSLAs and other community groups could continue without the physical presence of ADRA Ethiopia staff. As such, the use of local facilitators and committees at community level helped to make the work continue and is a key component in ensuring the sustainability of the approach after the eventual exit of the project.

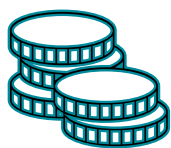
Changes to Risk Assessment

The COVID-19 pandemic was an unforeseen risk that resulted in over three months of nationwide lockdown in Sudan. The lockdown and subsequent restrictions resulted in limited staff movement, staff working from home and delays in the implementation of activities. The lockdown also started during the farming off-season, and the start of the FFS and FMS training sessions were delayed. However, adjusted work plans ensured that the participating farmers were still able to finish the trainings in 2020.

The outbreak of violence around Geneina in West Darfur was a risk that was realised in late 2020. Darfur has been relatively peaceful for quite some time, but the history of violence and tension was an ongoing risk to project implementation. Despite the contextual changes, the project deliverables have been met as the project uses village agents that keep project activities going when movement was restricted due to COVID-19 and the violent conflict.

In Ethiopia, it turned out that some organisations were providing seed money for their savings/revolving funds groups and paying per diems for attending community meetings. Thus, communities expected ADRA to do the same. This programmatic risk was addressed through frequent discussions with the involved communities, telling stories about best practice from the projects in Sudan, reviewing the principles of the approach, and finally giving members the chance to resign or terminate if they were not convinced by the VSLA approach.

Reallocation of Funds for COVID-19 Interventions



Approved allocation 2020: 675,000 DKK
Actual expenditure: 268,000 DKK



People reached:
15,000

Sudan

In mid-2020, ADRA Denmark and ADRA Sudan were successful in securing a project with funding from ECHO in White Nile State, Sudan, to combat the economic impact of COVID-19 on South Sudanese refugees. The COVID-19 crisis exacerbated the already acute and protracted refugee crisis in Sudan. Due to the lack of income and livelihoods, food security remained a struggle for most households, not least due to the COVID-19 restrictions, which collapsed the informal sector with its occasional work opportunities. All the while, South Sudanese refugees continued to cross the border seeking refuge from conflict. The ECHO funded CEIRC project (Countering the Economic Impact of COVID-19 in Refugee Camps in White Nile State), with a duration of eight months and a budget of 1,590,000 EUR, supported 15,000 people contributing to reduced food insecurity among vulnerable refugee and host community households through life-saving cash assistance in refugee camps in White Nile State.

By the end of 2020, most of the preparatory work was completed, as the first distributions took place in January 2021. The distributions were planned to be 95 USD per household per month (the equivalent of 5,000 Sudanese pounds), in line with the nationally endorsed minimum expenditure basket, but only covering the current gap in needs identified in the camps, for a duration of four months. However, due to the severe depreciation of the Sudanese Pound, the number of distributions was increased from four to five and the value changed from 95 USD to 85 USD (the equivalent of 32,000 Sudanese pounds) based on market assessments. The intervention targeted three camps, which were selected due to the highest malnutrition rates among the camps and adjacent host communities, which was coupled with community awareness on nutrition and prevention of COVID-19.



Funds from the phased-out ASC project in Malawi (675,000 DKK) from Lot CIV were reallocated to the CEIRC project, serving as a match to ECHO's funds and expanding the impact of the project. However, due to challenges in transferring funds to Sudan in late 2020 resulted in the allocation being reduced to 268,000 DKK, with the remaining funds due to be included in the 2021 accounts.

Ethiopia

Additional funds from the closing ASC programme in Malawi were reallocated to COVID-19 prevention and protection activities in the Gode and Adadle areas of Somali Region in Ethiopia (700,000 DKK). The region was considered high-risk due to its location and international borders, and ADRA Ethiopia was well placed to support the prevention of the spread of the virus and reached over 180,000 people with COVID-19 preventive activities.

The funds from Lot CIV were combined with additional funds from ADRA Denmark's Flex Funding, and as such details of the project and its impact are described below on page 55.

Tanzania

Context Updates

Following two decades of sustained growth, Tanzania reached an important milestone in July 2020, when it formally graduated from low-income country to lower-middle-income country status – five years before the targeted date of 2025³. Growth has generally been a non-poverty reducing and non-jobs creating growth. In 2020, COVID-19 slowed economic growth down from 6.8% in 2019 to 2.1% in 2020⁴. According to the African Development Bank, the number of Tanzanians living below the poverty line increased as the pandemic caused weaknesses in sectors with high employment potential, notably agriculture and manufacturing⁵. Inequality is also likely to have widened further during the pandemic.

The October presidential election period was marred by reports of widespread fraud and vote-rigging, widespread arrests, threats and violence against the opposition, the forced dispersal of public gatherings by the authorities, the effective prohibition of independent election monitors, low turnout (50%) and numerous other serious problems⁶. Official results showed a victory by Magufuli with 84.5% of the vote, and the opposition candidate fled the country in November. Civil rights groups and civil society organisations like CIVICUS and DefendDefenders have pointed out the downward trajectory that Tanzania has taken regarding citizens' rights and political freedoms.

In the beginning, Tanzania's response to the COVID-19 pandemic was in line with that of other countries: distancing, increased hygiene measures, and business and school closures. However, Magufuli declared the pandemic "defeated" in the spring of 2020, and authorities worked hard to suppress discussion of it by firing officials who challenged the president's narrative, and through the arrests of journalists and ordinary people on charges of spreading fake news⁷. The country recorded a total of 509 COVID-19 cases and 21 deaths before officials stopped counting cases in late April. However, reports on social media and from other countries suggest the outbreak was far larger than the regime stated⁸. President Magufuli died in March 2021, and his successor, President Samia Suluhu Hassan, has taken a more active approach to contain the pandemic.

³ The World Bank Group: *Raising the Bar: Achieving Tanzania's Development Vision*, February 2021

⁴ Tanzania | African Development Bank - Building today, a better Africa tomorrow (afdb.org)

⁵ Tanzania Economic Outlook | African Development Bank - Building today, a better Africa tomorrow (afdb.org)

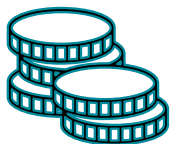
⁶ Tanzania: Freedom in the World 2021 Country Report | Freedom House

⁷ Ibid.

⁸ Ibid.



Major Achievements of the Farming for the Market Project during 2020



Approved allocation 2020: 1,186,000 DKK
Actual expenditure: 657,000 DKK



People Reached:
0

Building on years of lessons learned and positive developments, ADRA Denmark, during late 2020, began piloting a new initiative to test our FMS approach in combination with another well-known agricultural approach, the Rural Initiatives for Participatory Agricultural Transformation (RIPAT).

ADRA Denmark has previously worked on integrating the RIPAT approach into our projects, whereby in 2018, a small project using the RIPAT approach, with co-funding from a private donor, was initiated in Burundi with the objective to reduce poverty, hunger and malnutrition among farmers. The implementation progressed as planned but the project was phased out due to ADRA Denmark's closing of its activities in Burundi at the end of 2019.

With ongoing support from the donor, a transfer of the RIPAT initiative to another country was considered but analysis demonstrated the potential for developing a more innovative agricultural approach by combining the RIPAT and FMS approaches, leading to the development of the *Kilimo kwa Masoko* or Farming for the Market project in Tanzania.

The project, which only began in the last weeks of 2020 and is expected to run for two years, is being implemented in the Morogoro Region, Tanzania, where there was an on-going RIPAT project. While the RIPAT approach has proven to work well in bridging the agricultural technology gap for increased productivity, there are limitations in aspects related to agricultural marketing and the relationship to the private sector. A situation analysis conducted in the project area revealed challenges related to crop and livestock marketing as well as production. The pilot project will build the farmers capacity to produce and market their crops.

To implement this pilot, ADRA Denmark has partnered with ADRA Tanzania, RECODA (the founder of the RIPAT approach and the organisation who supported the RIPAT project in Burundi) and SUA (who will be in charge of research and support with monitoring and appraising the approach).

Change Area A: Smallholder farmers are progressive and empowered market actors that make informed decisions relating to production and marketing that increase household income through agriculture based economic growth

The theory of change is that if the farmers apply the skills and knowledge they have gained through the RIPAT approach; if farmers are introduced to, explore and analyse the market; if farmers develop good communication and negotiation skills; if farmers understand the value of group marketing and how to sell their farm produce collectively; if farmers know how to practice value addition as well as diminish value reduction before sales; if farmers understand and use a seasonal calendar, cash flow, savings and loans and self-monitoring; then the farmers will be better able to adjust and optimise their farm production based on their analysis of market demands and interaction with market actors, thereby increasing income and improving their livelihoods.

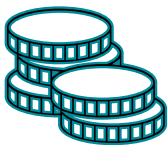
During the few short weeks of implementation in 2020, the groundwork for the Farming for the Market project was set in place. During 2021 and 2022, 189 farmers, divided into eight groups, will be trained in the FMS approach, which in a practical and participatory way will build their knowledge on marketing and negotiation skills, and will complement the learnings they have already gained from their prior trainings in the RIPAT approach. Therefore, the first weeks of the project focused on the various preparatory processes, hiring the right people to train these farmers in this innovative pilot project, as well as developing a detailed plan for the training of the farmers and the



various Field Facilitators, Extension Officers and key staff (RECODA and ADRA Tanzania) who will be essential in building the capacity of the smallholder farmers.



Humanitarian Programming (Lot HUM)



Committed Grant: 19,000,000 DKK
Actual Spending: 17,419,000 DKK



People reached:
2,571,302

During 2020, COVID-19 compounded existing humanitarian challenges, with the number of people requiring humanitarian assistance worldwide rising from 1 in 45 to 1 in 33. Extreme poverty rose for the first time in 22 years and unemployment increased dramatically. COVID-19 shone a spotlight on the full extent of gender inequality and women and girls’ exposure to SGBV. Adolescent girls in conflict zones were 90% more likely to be out of school and 70% of women in humanitarian settings were more likely to experience SGBV.

Through ADRA’s funding from Lot HUM, our long-term interventions, focused in South Sudan, Syria and Yemen, addressed many of the above mentioned challenges, despite the extremely difficult working environment. In 2020, these three projects improved the access to and quality of basic services for almost 45,000 people, namely through improving access to protection services, education, WASH and income generating activities.

In our response to sudden-onset emergencies, ADRA Denmark deployed our Flex Funding to ensure that immediate needs were met. In 2020, those funds were used exclusively in response to the COVID-19 pandemic and the emergencies it created. ADRA Denmark supported over 2.3 million people with COVID-19 prevention activities, immediate relief and live-saving assistance across six countries, namely South Sudan, Yemen, India, Lebanon, Tanzania and Ethiopia. The use of the Flex Funding is reported separately at page 53.



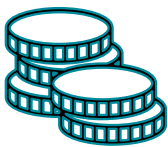
South Sudan

Context Updates

As a result of signing the 2018 Revitalised Agreement on the Resolution of the Conflict in South Sudan, the warring parties formed the Revitalised Transitional Government of National Unity on the 22nd of February 2020, bringing hope of peace to South Sudan. However, non-signatories to this agreement still engaged the government in combat activities. Though an inclusive central government and ministries were established in 2020, by December 2020 there was still no State government in place in Upper Nile State. This continuously impacted the delivery of basic services to the population including salaries to teachers and other personnel. Although the general security situation in the country and Upper Nile State in particular improved in 2020, intercommunal violence, with revenge killings and kidnapping of children, was a major source of insecurity between clans. In 2020, five revenge killings occurred in Nasir County, interrupting humanitarian activities. NGOs present in the area were alerted by the local authorities to keep a low profile or evacuate for up to three days each time.

In response to COVID-19, schools and markets were closed and social gatherings banned. The pandemic created large gaps within the education system; schools remained closed for the rest of the year once the restrictions were enforced in March 2020, with the exception of Primary 8 students, who were allowed to resume classes in October 2020 to prepare for their examinations. The absence of regular school attendance increased many of the protection risks already facing children in Upper Nile. For example, a sharp increase in early pregnancies was reported by the Primary Health Care Centres. In response, ADRA initiated awareness campaigns addressing child marriage and early pregnancy, together with local authorities and the United Nations Population Fund. Travel restrictions were imposed from Juba to the other states and between states. In Maiwut and Nasir Counties, communities rely on supplies from Ethiopia, and the restrictions on movement resulted in an increase in the costs of basic goods. Humanitarian access was further limited due to severe flooding from August to November 2020, also displacing populations and damaging property.

Major Achievements of the BRES Project during 2020



Approved allocation 2020: 5,475,000 DKK
Actual expenditure: 5,090,000 DKK



People reached:
4,800

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*. Given the bleak outlook at the beginning of 2020, when all schools across South Sudan were closed indefinitely, ADRA succeeded in improving the access to education for 4,523 children across eight schools in 2020. Through innovative approaches, ADRA South Sudan managed to innovate teaching methods, reducing the impact of COVID-19 children’s education. ADRA’s interventions also directly addressed the additional needs brought on by the pandemic, improving sanitation and hygiene across the communities where they were present. During the year, ADRA South Sudan also continued to align the BRES project activities with the Education in Emergency (EiE) project with funding from the Norwegian Agency for Development Cooperation (Norad), via ADRA Norway. The EiE project, which is expected to run until 2023, furthered the reach of the project activities, whereby the two projects were implemented hand-in-hand to ensure that as many children and schools as possible could be supported with the available funds.



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	Target 2020	Result 2020
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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	5,397 (2,748 girls, 2,649 boys)	6,337 (3,312 girls, 3,025 boys)	5,397 (2,738 girls, 2,649 boys)	4,564 (2,184 girls, 2,380 boys)	4,564 (2,184 girls, 2,380 boys)	4,523 (2,213 girls, 2,310 boys)
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Change Area A: Teachers and education authorities at state, county and Payam levels in Nasir and Maiwut counties have improved capacity to ensure quality teaching

# of education facilitators conducting classes according to agreed upon standards	138 teachers trained	150 teachers trained	100 teachers trained	100 teachers trained	36 teachers trained	101 trained teachers
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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	7 PTAs & 7 SMCs	7 PTAs & 7 SMCs trained (education authorities were not trained due to the relocation to Juba)	8 PTAs & 8 SMCs	8 PTAs & 8 SMCs trained 20 education authorities trained	8 PTAs & 8 SMCs 10 education authorities & 8 school administrators	8 PTAs & 8 SMC trained 13 education authorities & 19 school administrators trained
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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	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 latrines, 8 handwashing facilities	N/A
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Change Area A: Teachers and education authorities at state, county and Payam levels 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.

ADRA supported eight primary schools and worked with local education authorities and teachers to strengthen the quality of education and improve capacity within child centred learning. In 2020, 13 education authorities and 19 school administrators were trained and mentored on school leadership, management, administration, child protection, peace building, psychosocial support, quality school supervision and inspection. 101 (96 male, 5 female)



teachers were trained and mentored in child centred methods, teachers' code of conduct, and child protection. Additionally, 26 (24 male, 2 female) teachers received an intensive English course to better support children in their learnings, since educational materials are often in English. By the end of the project, it was observed that 67% of education authorities and 69% of school administrators and teachers were able to implement the learnings.

The child protection trainings resulted in the improvement of teachers' capacity to identify vulnerable children in need of psychosocial support. In 2020, 966 (470 male, 496 female) school children with protection, medical, and psychosocial issues were identified, supported and/or referred to other facilities (including hospitals in Ethiopia). Additionally, 22 (14 boys, 8 girls) children with disabilities and 98 vulnerable girls were identified and supported. The children with disabilities were given counselling sessions and referred to other partners, such as South Sudan Red Cross. The 98 vulnerable girls were supported with dignity kits, enabling them to attend school. However, it is becoming increasingly apparent that school communities need to be part of these trainings on child protection, psychosocial support, gender, and inclusive education. These issues were being perpetuated by the communities where the children live. This is something ADRA will consider in future interventions.

Furthermore, the teachers and education authorities supported the setup of four school clubs: a debate club, an environmental club, a peace club and a health and sanitation club. In these clubs, children were trained to promote peace building and life skills in each of the supported schools. The peace club introduced 16 peace building initiatives, through poems and drama, singing songs promoting peaceful coexistence, and football and volleyball peace tournaments.



Lastly, ADRA developed alternative innovative methods of teaching children as the schools were closed, under the name "Education on Air". Here children were able to learn together, but distanced, via pre-recorded lessons, large loudspeakers and experienced mentors to guide the children and teachers in the approach. The older classes attended the Education on Air activities regularly for six months during 2020, while a total of 4,523 (2,310 boys, 2,213 girls) children from eight schools, grades four to eight were able to participate in schooling for at least two months. These children also received learning and recreation materials. As a result, 69% of all the school children were able to access alternative education options in the eight supported schools in 2020 despite of schools being officially closed. This was especially vital for the 122 Primary 8 students who were able to attend their final national exams (February 2021, although results are not yet available). An additional 135,000 DKK from ADRA's Lot HUM Innovation Budget was used to support the Education on Air activities.



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 children with disabilities) in schools and improved learning outcome leading to increased literacy rates.

In 2020, ADRA continued to work in partnership with eight School Management Committees (SMCs) and eight PTAs to strengthen school leadership, increase retention of children and strengthen community resilience. During the year, the various committees focused on developing Disaster Risk Reduction plans to ensure resilience in the rainy season and in cases of flooding. The PTAs in the most affected areas were able to construct dikes and trenches near the schools in order to prevent flood waters reaching the school compounds. These prevention methods were also successful in protecting the schools during the rainy season. The PTAs and SMCs were also able to mobilise resources, in terms of cash and manpower, to clear bushes around the school compounds to establish school gardens. In 2020, 45% PTAs/SMCs established and benefited from school gardens in schools supported through the BRES project. The low percentage was due to flood waters destroying the farming land.

During the implementation of the project, ADRA's staff worked closely with local authorities and communities to ensure that their interests were being considered both during project design and implementation. An assessment of gaps in project design was conducted to identify training and mentoring needs, which resulted in increased mentoring activities implemented from September to December 2020. Parents and teachers urged ADRA to continue the mentoring program in 2021.

In order to strengthen support for the enrolment and retention of children in schools, ADRA also collaborated with other civil society actors, such as community leaders (eight groups), religious leaders (eight groups) and youth groups (eight groups). Community leaders have the potential to contribute to peace building as the community members listen to them since they are considered opinion leaders. The groups collaborated on topics like peace and reconciliation, girls' education, and child marriage. Several awareness campaigns were held, arranged by the groups in their communities. Via discussions, problem identification, and establishing common goals, the engagement of the youth groups and religious leaders had a noticeable impact. As a result of the collaboration, the commissioner of Maiwut County in December 2020 signed several proposed bylaws including 1) Fining of any person carrying firearms without reason 2) Fining of parents who marry off their daughters below the age of 18 years or fining a person marrying a girl under 18 years old. These laws were already passed nationally in South Sudan; however, they had not previously been effective in Maiwut and Nasir due to the protracted conflict and reluctance from some traditional leaders. Feedback from the communities suggest that the by-laws have reduced cases of early marriage, forced marriage, and rape in the communities of Maiwut and Nasir counties, particularly in the fourth quarter of 2020.



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 disabilities and awareness on proper use is created; if appropriate utilisation of infrastructure and WASH facilities for boys, girls and children with disabilities is practiced; then there will be increased enrolment and retention and improved learning outcomes for all children.

The majority of the funds for activities planned under Change Area C were reallocated to COVID-19 prevention activities. However, awareness activities were still implemented in 2020; 101 (96 males, 5 females) primary school teachers were trained on hygiene and sanitation. After the training, the teachers were able to ensure that hygiene and sanitation was integrated into the Education on Air activities (detailed in the following paragraphs). Following this, 60% of children demonstrated knowledge on basic hygiene and practices in the supported schools and 200 girls in puberty /adolescent age received dignity kits.

Reallocation of Funds for COVID-19 Interventions

During 2020, 14% of funds were reallocated from the BRES project to COVID-19 prevention interventions. The activities were conducted alongside the regular BRES activities, using the same project staff and working with the same communities as those engaged in the BRES project.

COVID-19 awareness materials were distributed, and awareness sessions were held in the supported communities, targeting teachers, parents, and children in particular. After the sessions, 83% of the teachers, 60% of children and 66% of parents were able to recall COVID-19 awareness messages. The sessions were held upholding social distancing recommendations and outdoors in groups with under 25 people at a time.

Eight school communities were supported in setting up a communication system to report any potential cases of COVID-19. They were given toll-free lines (6666) to call or report to the nearest health centre in case of any suspected cases in the community. 83% of the teachers were aware of the referral mechanism and knew how to use it. WASH supplies were distributed across schools and communities, containing soap and disinfection and cleaning materials. Additionally, eight schools and school communities were provided with safe and adequate hand washing facilities. Each of the eight schools was given two hand washing facilities and two water containers for fetching and storing water.

Major Challenges and Deviations during 2020

COVID-19 had a significant impact on the implementation of project activities in 2020 due to the closure of schools country-wide. The pandemic negatively impacted access to project sites from Ethiopia due to border closings, as well as the cost of project materials and flights, due to high spikes in prices and limited availability.

The ongoing and significant challenge of skilled teacher availability in Upper Nile persisted in 2020. It was especially challenging to deliver quality education for the older classes, grades five to eight, resulting in the few available teachers being overburdened. The Maiwut County Education Authorities conducted interviews of all teachers to assess skill levels, dismissing those who did not live up to minimum standards. Although this was welcomed in order to improve the quality of education, it also created another gap of female teachers in schools. Before conducting the assessment of teacher competency, there were 16 female teachers in the supported schools, but after the assessment, only six female teachers qualified. ADRA will continue to advocate vis-à-vis the county education authorities to ensure that more female teachers are encouraged to join the teachers' work force. ADRA will also need to engage other education partners to participate in supporting the education sector within Maiwut and Nasir Counties.



The rainy season resulted in substantial flooding and severely hindered accessibility to the intervention areas. The only way to access the project locations was through Ethiopia, which was made difficult due to the strict measures to prevent the spread of COVID-19. The ADRA field office liaised closely with the Ethiopian and South Sudanese authorities in the border crossing points to advocate for access to Jekow, and two project staff were designated to stay in Jekow to avoid frequent movement from Maiwut.

Developments in Key Risk Factors

The COVID-19 pandemic posed a considerable threat to population of South Sudan, as well as the implementation of the BRES project, due to the closure of schools. To mediate the risks, part of the BRES budget was reallocated to COVID-19 initiatives, enhancing the knowledge of the communities in Upper Nile about preventing the spread of the virus and supporting children to continue learning via pre-recorded lessons and the support of mentors, ensuring accelerated implementation through small groups of children.

COVID-19 also prevented ADRA Denmark in conducting physical monitoring visits during 2020. To mitigate the impact of this, in combination with the rapidly changing environment as a result of COVID-19, communication with ADRA South Sudan was increased, through frequent Skype meetings and almost daily written communication. The pandemic additionally had a negative impact on the South Sudanese economy and resulted in a spike in the prices of basic commodities and procurement of project materials. Furthermore, it affected the effectiveness of procurement and logistics, since it was increasingly complicated to transport materials to Upper Nile due to the lack of UN flights during a period of 2020, delaying certain project activities. ADRA South Sudan collaborated with UN and other NGOs to optimise the organisation of logistics, sharing flights and renting private flights for transportation.

Flooding continued to have an impact on the BRES project in 2020, as access was hindered, and populations displaced for periods. This is a recurrent risk that happens every year, so the project staff and population have mitigation and coping mechanisms in place, including early warning systems to ensure that the population starts moving before the flooding is too severe, alternative routes for project staff to project locations, monitoring via local staff from the areas and SAT phones.

Intercommunal violence continued to affect the communities and at times ADRA was forced to suspend project activities for short periods. ADRA and local NGOs in the area mitigated the risk of insecurity affecting implementation and negatively affecting communities, by being in close contact with the local authorities on the ground and United Nations representatives in Juba.

Syria

Context Updates

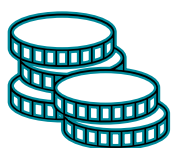
March 2020 marked the ninth anniversary of the Syrian crisis and the humanitarian needs in the country remained high, with 11,1 million people in need of humanitarian assistance, including 6,2 million IDPs. In 2020, 370,000 Syrians were estimated to have returned to their places of origin, requiring access to public services and infrastructure, such as health care, education, water and sanitation, as well as livelihood opportunities to restart their lives in what used to be their homes. Rural Homs is one of many areas where people still live under dire conditions with heavily damaged infrastructure and no access to the most basic services or income generating activities.

2020 witnessed an unprecedented economic crisis in Syria after so many years of war, with a continued lack of income opportunities as well as price inflations rendering housing, food, medicine, and other basic commodities unaffordable. Shortages in fuel and wheat flour exacerbated an already dire economic situation. In addition, the spread of COVID-19 affected many vulnerable households, who were already struggling to make a living. During



these desperate times, ADRA's focus on providing livelihood opportunities and basic services to the most vulnerable populations proved to be more relevant than ever.

Major Achievements of the VCD project during 2020



Approved allocation 2020: 3,000,000 DKK

Actual expenditure: 1,490,000 DKK



People reached:

25,697

Through the Vulnerable Communities Live with Dignity (VCD) project, ADRA supported a total of 25,723 individuals across Homs governorate. The achievements in 2020 contributed towards the projects' overall objective, which 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*. In 2020, ADRA's interventions took place in Eastern, Western and Southwestern rural Homs, as well as in impoverished parts of Homs city.

The overall objective of VCD, but also ADRA's general intervention strategy in Syria, is to improve resilience among conflict-affected communities in Syria. ADRA's experience and that of other humanitarian organisations has shown that the most effective way of improving resilience in Syria is a combination of providing access to basic services, and supporting both immediate and long-term livelihood opportunities, tackling short-term needs and enhancing long-term self-reliance at the same time. By the end of 2020, 72% of livelihoods beneficiaries reported a reduction in negative coping strategies, such as borrowing money to buy food, limiting portion size or reducing number of meals. The newly established businesses helped them to increase their income (100% of beneficiaries) and reduce their debts (96% of beneficiaries). The rehabilitation of three water networks, two schools and two health centres provided communities (total population of 25,697) with access to safe water, education and health services. 86% of beneficiaries reported having improved access to basic health, education, water and sanitation services.

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

	Target 2018	Result 2018	Target 2019	Result 2019	Target 2020	Result 2020
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	75%	97%	75%	87%	75%	72%
% of beneficiaries interviewed in target areas report having access to basic services (health, education, water, sanitation)	75%	93%	75%	88%*	75%	86%
Change Area A: Economic self-reliance among vulnerable and productive households in Homs is strengthened						
% of beneficiaries reporting improvements in income as a result of project activities	80%	91%	80%	100%	80%	100%
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 individuals benefiting from improved basic services (including schools, water and sanitation)	5,000 (WASH)	2,000 (WASH)	8,000 (WASH)	7,500 (WASH)	7,000 (WASH)	10,500 (WASH)
	1,500 (education)	2,940 (education)	1,080 (education)	856 (education)	960 (education)	1,198 (education)
	7,000 (health)	9,930 (health)	8,000 (health)	0 (health)	8,000 (health)	14,000 (health)

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

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 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 have increasingly become aimed at gradually building resilience at the household and community level to help families become less reliant on humanitarian assistance and less likely to utilise negative coping mechanisms, which often include further depleting productive household assets.

In 2020, ADRA interviewed 240 potential candidates for small business training, out of which 58 men and women were selected. All trainees developed a business plan after the training, and 26 were considered suitable and approved for a business grant. Despite the target for 2020 being the distribution of 36 small business grants, ADRA decided to distribute an additional ten in 2021, after a second round of trainings. During implementation, it became apparent that conducting these activities in rural areas is more challenging, as the markets are small and become quickly saturated. Most of the beneficiaries who applied for a small business grant suggested cattle raising. Supporting the establishment of several cattle raising businesses in the same geographic area has the potential to lead to a surplus in the market and therefore increase the risk of failure, hence only 44% of the business plans were approved for the grants. A larger spread across business fields and geographical locations is important to increase the chances of success, and these considerations will be integrated into the plans for 2021.

While all 26 selected beneficiaries were supposed to receive small business grants in 2020, due to delays in receiving government approval to implement the livelihoods activities, with approvals first arriving in November (see following sections for further details), only three beneficiaries, two women and a man, received these grants and were able to start their businesses, which included grocery stores and a clothing shop. The distribution of the remaining 23 livelihood grants was first conducted in January 2021 but are still included in the 2020 reporting.

All 26 beneficiaries have subsequently reported an increase in their income and 96% reported a decrease in their debts due to the livelihood grant. The intervention also had a positive impact on coping mechanisms. For example, 88% reported a decreased need to borrow money for food since they had received the grant. All 26 of the grantees reported to be very satisfied with the training and the small business grants.



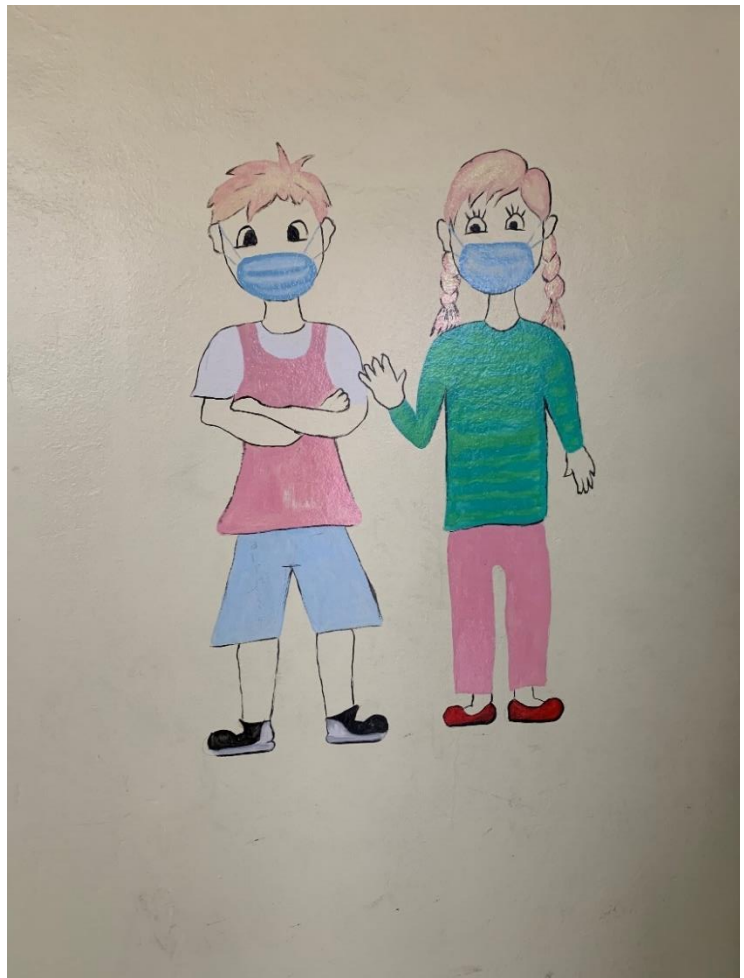
Change Area B: Basic services are rehabilitated including schools, water and sewage systems in areas damaged by conflict or facing increased pressure due to the influx of IDPs

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 have resulted in significantly reduced functionality. To address the multiple needs faced by IDPs, returning families and host communities, in 2020, ADRA continued rehabilitate water networks, schools and health facilities. Access to clean water and health facilities had a positive impact on physical health, as well as on the sense of living with dignity. Access to education also contributed to improved protection, whereby children attending school were less at risk of child labour, early marriage and crime. In combination, through the VCD project, ADRA supported vulnerable communities in regaining a sense of normality and dignity and contributed to strengthening their resilience.

Improved Education Facilities

In 2020, ADRA rehabilitated a total of 41 classrooms in two schools in Homs city and Eastern rural Homs benefitting 1,097 boys and girls. The rehabilitation included repairing walls and staircases, installing windows and doors, renovating and segregating girls' and boys' latrines, providing access to safe water, as well as supplying school furniture. Drinking water was made available through the provision of water tanks. Ramps were installed in each school to make the buildings safe and accessible for children with disabilities. Although, due to COVID-19 restriction, schools were closed between March and June, the rehabilitation activities were not affected as these schools were already closed due to the planned construction work. The schools are now operational, and positive feedback has been received by students, parents, teachers, and principals. The intervention has had a positive impact, as school-age children in these two areas can now return to school or no longer need to travel long distances to reach the schools they attended previously. All



respondents of the endline survey⁹ reported that the rehabilitated schools provided a safe and dignified learning environment for the students. 82% of respondents were of the opinion that the school rehabilitation had a major positive impact on the community.

Water/Sewerage System Rehabilitation

In 2020, ADRA rehabilitated three water networks in three villages in Eastern rural Homs, which are located next to each other and have an overall population of 10,500. Due to damage to the water networks and the high numbers of returnees, there was an insufficient amount of water available to cover the basic WASH needs of the communities. The objective was to reduce water leakages and improve water distribution among the households in the area. Community members consumed approximately 20 litres per person per day, while the Syrian standard is 50 litres per person per day. Many families relied on purchased water from private water trucks, with unverified water quality, exacerbating the economic burden on families.

After the rehabilitation, community members had access to approximately 60 litres per person per day. During the endline survey, 99% of the beneficiaries confirmed that the rehabilitation of the three water networks had improved access to safe water in the area and 97% of beneficiaries were satisfied with the rehabilitation works. However, 38% reported that they still did not have sufficient water on a consistent basis and continued to rely on purchasing additional water, although to a lesser extent. Further research revealed that while the water flow from the boreholes is now sufficient for the water needs of the three villages, pumping hours are disrupted by unreliable availability of electricity, which is a general problem in Syria, exacerbated by fuel shortages experienced in 2020.

Improved Health Facilities

To help improve access to health care for vulnerable communities, ADRA rehabilitated two health centres in Western and Southern rural Homs, which is expected to directly benefit an estimated 14,000 patients. Both centres were functional at the time of the initial assessment, but in need of rehabilitation due to conflict-related damage and lack of maintenance during the crisis.

As a result of the rehabilitation, beneficiaries now have access to improved local health services, as reported by 91% of respondents during the endline survey¹⁰. Furthermore, better use of space has led to the clinics being able to serve a larger number of patients. 95% of respondents reported that the rehabilitated health centres provided a safe and dignified treatment environment for the patients. 91% of respondents believed the health centre rehabilitations had a major positive impact on the community.

Major Challenges and Deviations during 2020

In 2020, VCD project activities were delayed for multiple reasons, which significantly impacted the implementation of the project. During the first half of the year, preventative COVID-19 measures introduced by the Government prohibited field visits and project activities requiring gatherings of people. In addition, Syrian Arab Red Crescent (SARC) and governmental entities were operating at minimum capacity. During the second half of the year, after restrictions were lifted, ADRA was finally able to conduct assessments and prepare project activities, including requests for approvals to implement the activities. However, for the livelihood activities approvals were, as previously mentioned, only received in November. Despite swift action, ADRA was not able to finalise the distribution of small business grants in 2020, which was continued in at the beginning of 2021.

⁹ It was not possible to collect data from a representative sample of the assisted communities for the endline survey. 17 beneficiaries and 11 key informants out of the total population of 7,550 were interviewed.

¹⁰ It was not possible to collect data from a representative sample of the assisted communities for the endline survey. 21 beneficiaries and 14 key informants out of the total population of 14,000 were interviewed.



Additionally, ADRA (like other humanitarian organisations) experienced difficulties in transferring funds from Denmark to Syria throughout most of 2020 – a result of the financial crisis in Lebanon and European banks over-complying with international sanctions against the Syrian government. This caused further delays in project implementation. As the rehabilitation of a direly needed borehole in Al Rabwa/Western rural Homs could not be postponed any further, ADRA moved the activity to another project with greater liquidity and identified different water networks instead, which could be rehabilitated once the funds were received. We have learned the hard way that there is a need to have multiple transfer routes, several bank accounts and work with various financial providers, to maximize chances of transferring funds into Syria. This will remain a top priority for ADRA in 2021.

Price inflations and the constantly increasing informal exchange rate between the US Dollar and Syrian Pound led to significant increases of general costs, including the cost of ADRA's humanitarian assistance funded by Danida. As a result, the amount of the small business grants had to be increased from \$1,200 USD to \$1,500 USD, so that beneficiaries would be able to make sufficient investments to start their new businesses.

The annual budget for 2020 was 3,000,000 DKK, of which approximately 70% was spent. However, some of the payments were recorded in 2021 and, as mentioned above, the majority of the small business grants were distributed in 2021 as well, so the financial reporting for 2020 only reflects an expenditure of 50%. The underspending of 30% was due to the health centre rehabilitation and small business trainings incurring lower costs than initially planned for. The health centre in rural Homs, which met the selection criteria was relatively small and therefore cost less to rehabilitate. For the same reason, ADRA was able to rehabilitate 41 classrooms instead of the planned 32, as well as three water networks instead of one.

Developments in Key Risk Factors

In 2020, ADRA faced significant delays in implementing the planned activities due to three key risk factors: i) closure of relevant authorities during the pandemic, ii) delays in receiving necessary approvals and iii) difficulties in transferring funds from Denmark to Syria. These issues were mitigated in various ways such as working through SARC in order to ease the approvals process, opening new bank accounts, exploring alternative transfer routes via the USA, Norway and France or via financial providers to send project funds to Syria, as well as using alternative payment options for contractors. In addition, ADRA Denmark allowed its partner ADRA Syria to use the available funds flexibly between all ADRA Denmark funded projects, which allowed ADRA Syria to prioritise the most urgent activities. Despite all these challenges and thanks to the mitigation measures, the majority of activities could still be finalised as planned.

The general security situation in the areas of intervention remained stable throughout 2020. ADRA staff made sure to assess all locations before implementing activities for unexploded ordnances, tensions between groups or the probability of an escalation of fighting. This helped ADRA avoid any security risks that may have endangered staff, beneficiaries or stakeholders.

ADRA did not experience any undue pressure from local authorities during the reporting period. Proposed project activities and locations for the livelihood activities were approved, albeit with delays. In order to mitigate the risk of undue influence, ADRA explains its beneficiary selection criteria to the relevant authorities and requests multiple locations, which match the criteria. Afterwards, ADRA assesses the proposed locations and selects the ones that best meet the selection criteria. If locations do not match the criteria, additional locations are requested. Due to these mitigation measures, this risk has so far not had any impact on project implementation and ADRA has been free to select the communities and beneficiaries with greatest needs. ADRA was also able to hire qualified contractors without any difficulty, who successfully completed the works.

Implementing humanitarian activities in Syria is accompanied by a long list of risks, which can potentially have significant impact not only on project implementation but also on people's lives. ADRA has therefore started putting additional and more rigorous mechanisms in place to safeguard the safety and security of all project stakeholders, including communities, beneficiaries and ADRA staff.



Yemen

Context Updates

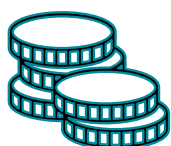
After six years of continuous conflict, the humanitarian crisis in Yemen is the worst in the world. A higher percentage of people face death, hunger, and disease than in any other country or crisis. The degree of suffering is unprecedented – 80% of the entire population requires some form of humanitarian assistance and protection. In 2020, the conflict intensified, and the number of frontlines increased from 33 to 49, displacing an additional 172,000 people and bringing the number of IDPs to at least 4 million.

The COVID-19 outbreak added to the multitude of challenges that the people of Yemen already faced. Households reported that their living situation worsened as a result of the COVID-19 outbreak, starting in March 2020, as many family breadwinners lost their jobs as day labourers. Basateen, an already vulnerable community, experienced increased protection risks. Children were out of school; people lost their jobs and were forced to spend increased time indoors with growing frustrations. These factors contributed to increased risks of abuse against women and children.

2020 in many ways proved to be an especially challenging year; the Southern Transitional Council (STC) announced self-administration of all southern areas of Yemen and continued to fight Yemeni government forces until late July. As a result, the Yemeni rial's value fell drastically due to uncertainties surrounding the impact of the STC's Central Bank takeover, resulting in increased prices of basic commodities, again affecting households.

COVID-19 related restrictions led to a 90% reduction in migrant arrivals in Yemen; as well as caused tens of thousands of Ethiopian migrants to be stranded on their journeys and the migrants already in Yemen faced increasing dangers. As a reaction to the pandemic, migrants in Yemen experienced verbal and physical harassment, increased detention, movement restrictions, as well as forced movements to areas far from main urban centres or services.

Major Achievements of the ERB project during 2020



Approved allocation 2020: 3,700,000 DKK
Actual expenditure: 3,597,000 DKK



People reached:
13,538

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 75,000 refugees, and is one of the most vulnerable and marginalised areas of Aden receiving very little attention from government authorities, even before the conflict.

From the very beginning of ERB project, community representatives have been involved in designing the intervention based on beneficiary feedback. Community leaders and community committees were involved in the selection of beneficiaries by providing the ADRA team with lists of potential beneficiaries who were verified against the activity selection criteria. Moreover, regular meetings were conducted with stakeholders, including but not limited to police stations, local council, community leaders, and community committees. Additionally, the ADRA office in Basateen has an "open-door policy", meaning that every beneficiary or inhabitant in Basateen has the right to be heard, and his/her complaint or statement is recorded, verified and responded to.



ADRA reached 1,934 households, or over 13,000 people through the implemented activities, despite the effects of the COVID-19 pandemic. Despite the challenging implementation environment, 79% of those interviewed through the endline survey reported an increased perception of personal and community safety and improved living conditions, compared with 61% during the baseline. It is clear that after a number of years implementing projects in Basateen and working so closely with the community, the perception of safety is improving. The 2019 baseline of the ERB project reflected that just 43% of community members perceived a safe living environment, so it is becoming apparent that the project activities are positively contributing to the overall perceptions of safety despite the challenging, and at times, worsening environment.

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

	2019 Target	2019 Result	2020 Target	2020 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%	84%	70%	79%
Change Area A: Prevalence of SGBV in crisis-affected communities has decreased				
% of targeted community members reporting decreased SGBV incidents in their community	70%	89%	70%	87%
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%	67.8%	70%	64%
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%	71.9%	N/A	N/A

Change Area A: Prevalence of SGBV protection issues 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 protection issues, 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 protection issues will be reduced.

During 2020, ADRA was able to reach out to communities through targeted awareness sessions and implement advocacy campaigns directed at duty bearers. In small groups and through the use of personal protective equipment (PPE), awareness sessions were conducted on sexual harassment, gender-based violence, child labour, 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. The sessions were adapted to the different ethnicities, carrying out the training sessions and preparing the materials in three languages: Oromo, Somali, and Arabic. In order to ensure sustainability and increase the reach of the project



activities, ADRA engaged staff members, community committees and local advocacy teams from the various communities, also representing different vulnerable groups. In total 1,623 representatives from the community, including local leaders, school children, women's groups, school youth and men's groups were targeted by awareness sessions. By the end of the year, 90 % of targeted women, men and children reported an increased knowledge and understanding of protection issues and 87% of targeted community members reported decreased SGBV and child protection incidents in their community.

The ADRA Yemen team stressed the importance of adapting the community awareness activities to each culture, taking into consideration different languages, literacy levels and cultural sensitivities. Related to SGBV awareness, it was additionally found important to have a gender balanced team, in order to deal with both men and women, and ensure that the messages were properly conveyed.

Additionally, advocacy teams were selected and ADRA conducted an advocacy workshop with the teams to select the most pressing and critical protection issues, resulting in the development of two action plans on child rights and SGBV. The main objectives of the action plans were to mobilise the community and lobby relevant duty-bearers on the protection risks in the community, demanding their responsibility in protecting women and children. The advocacy teams identified the lack of streetlights as a significant protection risk, as women are more likely to face abuse or SGBV on dark streets, and as a result of the advocacy efforts, local authorities installed 60 solar lights across the community. Community members were also made more aware of the referral systems available to them, whereby they were able to benefit from the specialised services from other agencies. Additionally, the advocacy teams integrated messages on COVID-19 prevention in their campaigns.

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, 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 COVID-19 outbreak, 11% of the budgeted funds were reallocated to the Cash for Work (CfW) component to include additional participants in the project activities. Due to the combination of closed markets and the difficulty in receiving governmental work permits for small businesses, it was decided to reallocate the funds intended for Change Area C to Change Area B, and as such no activities under Change Area C were undertaken. This allowed for 311 community members (reaching approximately 2,177 family members) to benefit from the CfW component, instead of the originally planned 200 participants.

The CfW activities included garbage collection and solid waste removal. Additionally, advocacy teams coordinated



with the CfW participants and organised various community campaigns and initiatives. For example, 56 disinfectant spraying campaigns were carried out in Aden governorate to prevent the outbreak of disease, including dengue fever, chikungunya, cholera, malaria and COVID-19. Furthermore, 18 schools were cleaned and maintained in collaboration with



several local NGOs; Yadan Beyad Initiative, Oromo C.C., Social Researcher, Somalia C.C., Dar Sa'ad Youth Society and local authorities. Additionally, 75 sewerage manholes were cleaned by removing blocked waste, delivered to Aden city landfill. The advocacy teams also presented two plans on sanitation to the local authorities and created community awareness in the targeted areas. As a result of the project activities, 82.8% of inhabitants in the targeted areas reported improved hygiene practices and sanitation.

Major Challenges and Deviations during 2020

For the ERB project, the COVID-19 pandemic meant that the livelihood component (Change Area C) was not implementable due to closed markets, difficulty of movement between governorates, and significant delays in the approval of working permits by government. A total of 267,393 DKK of the ERB budget was reallocated from Change Area C to Change Area B. This allowed for an additional 110 participants to join the CfW component. The funds were utilised for CfW salaries and additional cleaning material. Other challenges as a result of the COVID-19 pandemic included the delay of funds reaching the field teams due to the closure of intermediary banks, the spike in prices of project equipment, and the overall increase in needs among the population. COVID-19 also resulted in staff working from home for periods throughout the year and brief periods of curfews and increased rates of infection resulting in activities being halted.

Additionally, the political situation led to a turnover of staff in some key positions in the local council, resulting in the need to restart the coordination and negotiation process to again rebuild the relationship with the local council of Dar Saad district and other governmental premises.

Developments in Key Risk Factors

The implementation of the project in Yemen faced several increased risks in 2020, with the COVID-19 pandemic being an addition to the already turbulent context. The inflation and devaluation of the Yemeni Rial increased due to COVID-19, negatively affecting the risk of increasing poverty levels among the community members, who fall deeper and deeper into poverty each year the war continues.

Due to the pandemic and the subsequent travel restrictions, it was not possible for ADRA Denmark to physically visit Yemen during 2020. The risk was mitigated by close and often virtual contact with the ADRA Yemen team. The additional contextual risks remained linked to the absence of security and law enforcement. ADRA Yemen has, throughout 2020, ensured close monitoring of the COVID-19 situation and security situation via regular communication with governmental offices, UN agencies, the humanitarian clusters, other NGOs, and community leaders.



Summary Account of the Use of Flexible Funds



The Flex Funds are instrumental in allowing ADRA Denmark to support partners to respond rapidly, appropriately and effectively in a disaster or crisis situation, and they were even more acutely needed in 2020. With our normal annual allocation of 1,5 million DKK, plus an additional four million DKK granted by Danida for COVID-19 support, we were able to fund six humanitarian interventions across six countries, reaching over 2.5 million people. The projects in South Sudan, Yemen, Lebanon, India, Tanzania and Ethiopia addressed the socio-economic impact of COVID-19, also improving hygiene facilities and increasing awareness of the prevention and treatment of the virus.

South Sudan

The first COVID-19 case in South Sudan was registered on 5th April 2020. ADRA South Sudan conducted mass awareness campaigns on COVID-19 risks in the 11 most remote areas of Upper Nile State, Warrap State, Western Equatoria and Eastern Equatoria States from April to July 2020. The campaigns reached 94,873 people, helping prevent the spread of COVID-19 through posters, community committees, awareness campaign sessions and radio talk shows in local languages. Volunteers from the local communities supported the awareness campaigns, which were great assets, enabling the messages to reach out further. Moreover, 129 hand washing facilities with soap were installed in public places and used by an average of 350 people per day in each of the locations. The total budget for the project was 826,626 DKK.

Yemen

ADRA Yemen worked to prevent and reduce the risk of infection among the most vulnerable households in Basateen, Aden during the very early stages of pandemic in Yemen. Through weekly awareness raising activities and behaviour change messages via radio and PA systems (in Somali, Oromo and Arabic languages) throughout May and July 2020, ADRA reached residents in neighbourhoods primarily populated by refugees, IDPs and asylum seekers. 3,000 awareness raising materials were printed and distributed, and another 2,000 posters were posted in public. ADRA distributed COVID-19 prevention hygiene kits to 2,403 of the most vulnerable households (approximately 16,821 people), who also attended awareness sessions on the identification and prevention of COVID-19. The total budget for the project was 670,000 DKK.



Lebanon

COVID-19 exacerbated the already cramped and unhygienic conditions within refugee camps, which was then worsened by the explosion in Beirut's port on the 4th of August, significantly increasing the number of confirmed COVID-19 cases. In response, ADRA Lebanon provided disinfection kits to 986 Palestinian refugee households (approx. people, 3,738 beneficiaries) in the Wavel camp and surrounding areas. Additionally, 100 disinfection kits and 100 PPE kits were distributed to the Lebanese Red Cross, reaching an additional 2,000 individuals. Volunteers also conducted awareness sessions and shared videos with vulnerable families. The total budget for the project was 1,243,690 DKK.

India

When lockdowns were enforced across India, millions of day labourers and migrant workers were suddenly without access to money for basic needs. From mid-July to mid-October, ADRA India provided multi-purpose cash transfers to vulnerable migrants in West Bengal and Uttar Pradesh, reaching 1,572 households. ADRA also reached an additional 217,305 affected community members through risk communication and community engagement, by engaging influencers and community mobilisers, as well as distributing posters, leaflets and banners, and targeted social media campaigns. By the end of the intervention 70% of households in the targeted communities described improved knowledge on COVID-19 prevention and care.

The project was also funded with support from the international ADRA network, contributing an additional \$15,000 USD to the project, bringing the total budget for the project to 1,158,500 DKK.

Tanzania

Only a few months after closing the country due to COVID-19, Tanzania unexpectedly reopened in June 2020, declaring it free of the virus. However, as the risk of infection was still real, ADRA Tanzania initially set out to improve COVID-19 information awareness among listeners of two radio stations. The government did not permit discussion about the pandemic, particularly in the media, so ADRA instead focused on City Drive activities to spread general awareness on health and hygiene, such as the importance of handwashing and other methods to control infections - including COVID-19. Announcements and information were shared at crowded areas such as marketplaces and schools. It was such a success that similar interventions were requested in other regions. After 103 days and 972 hours driving, a total of 2,002,555 people were reached through the City Drives. ADRA also distributed PPE to 30 health centres. The total budget for the project was 985,529 DKK.

Ethiopia

As a significant transport hub, Ethiopia faced significant risks from the spread of COVID-19. That being said, the Somali Region was at higher risk due to its borders with Kenya, Somalia, and Djibouti. In coordination with the Ministry of Health and the emergency, health and WASH clusters in the Somali region, ADRA Ethiopia focused on prevention and protection, targeting IDPs and host communities in Gode and Adadle between August and December. ADRA enhanced the capacity of the Gode Isolation Treatment Centre and Quarantine Centre, ensuring basic supplies and clean water. Health workers, caretakers and community volunteers were also trained on COVID-19 prevention, basic hygiene and sanitation practices. Additionally, 180,000 community members were reached through mass media such as posters, leaflets and PA systems, and also benefited from improved hygiene facilities including clean water, latrines and hand washing facilities.

These funds provided by ADRA Denmark's Flexible Funds were added to an existing project supported through reallocated funds under ADRA Denmark's Lot CIV funds, increasing the impact of the project. The total budget for the project was 1,236,081 DKK.

Proportion of Direct and Indirect Funding to Local and National Actors

Working in partnership is fundamental to the work of ADRA Denmark. Our partners, most often local CSOs, facilitate our work towards achieving a relevant, appropriate, and people-centred response. They are cost-effective, have pre-established networks and the potential to adopt a truly participatory approach, resulting in positive changes for local communities. The local ADRA is our entry point and main partner in any country since we share the same values and constituency and belong to the same worldwide network. Most ADRA partners have a local constituency in the Adventist Church as well as their own board and are registered as national entities. Some have a double registration and benefit from a status (also) as international agencies. Some ADRA partners,



however, are established by ADRA International and operate without a local constituency (in countries with no Adventist Church but dire humanitarian needs) but almost entirely local staff. In these cases, ADRA Denmark encourages a localisation effort, whereby ADRA implements activities in partnership with local organisations, thereby strengthening the legitimacy and sustainability of the interventions.

During the past few years, ADRA Denmark has worked deliberately to broaden our partnership approach. This was accelerated by the 2019 Danida review, alongside the termination of very long partnerships with ADRA in Burundi and Malawi, which encouraged us to reconsider our approach. We now deliberately seek out other CSOs operating in our strategic focus areas, which have legitimacy in the societies in which they operate, promoting local interests and priorities. Working in partnership allows us to draw on each other's strengths and capacities. It is therefore crucial to involve partners who complement the capacity of ADRA Denmark and the local ADRA. Therefore, we also partner with other types of stakeholders. Most recently in Tanzania, we have partnered with RECODA, a local CSO, and a university.

Our partnerships are built on mutual understanding and respect, entailing e.g. joint decision-making on strategy, programme design, implementation and evaluation, mutual knowledge exchange, and partner-driven capacity development. ADRA Denmark plays the role of facilitator, supporter, adviser and sparring partner. We are committed to transfer as many funds as possible to our local partners and in 2020, 82% of our total funding for programme engagements was transferred to partners in the Global South.

Use of Danida Funds towards Co-Financing

Country	Project Title	Funding from Danida in 2020	External Funding in 2020
Sudan	TMP	3,746,592 DKK	8,291,152 DKK
	CEIRC	268,000 DKK	354,000 DKK
Syria	ASPIRE	204,000 DKK	9,646,216 DKK
South Sudan	RODIC	-	564,365 DKK
	EiE	-	8,523,493 DKK
Tanzania	Farming for the Market	665,887 DKK	-
India	Flex Funding	1,067,000 DKK	91,500 DKK

In recent years, ADRA Denmark has persistently stretched the funds received from Danida to reach the widest possible number of people. ADRA's 2020 SPa budget of 40 million DKK was strategically used through match funding contributions to a number of projects, resulting in the total reach of the agreement to over 67 million DKK. In addition to the above-mentioned projects supported through our Flex Funding, a number of other projects under the SPa were strengthened or expanded through funding from other donors.

In Sudan, successful fundraising efforts in 2017 resulted in the European Union co-funding the TMP project in White Nile State, which is part of the RiHA programme. TMP has a total four-year budget of over 30 million DKK, of which 26% 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.

Also in White Nile, Sudan, ADRA Denmark and ADRA Sudan secured additional funding from ECHO to combat the economic impact of COVID-19 on South Sudanese refugees. The CEIRC project, with a duration of eight months, September 2020 to April 2021, supported 15,000 people contributing to reduced food insecurity among vulnerable refugee and host community households through the provision of life-saving cash assistance in camps in White Nile State. The project budget was 1,590,000 EUR, of which ADRA Denmark committed 90,000 EUR, of which 268,00 DKK was contributed from Lot CIV in 2020.

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*' which complements the objectives



of the VCD project. The total grant for the ASPIRE project is 1.6 million EUR, and the project was originally expected to run over one year but was extended into 2021. In 2020, ADRA Denmark contributed 204,000 DKK from Lot HUM to the ASPIRE project in 2020.

ADRA Denmark was able to use the BRES project in South Sudan to leverage additional funds from *Danmarks Indsamling* and the Novo Nordisk Foundation to support children's rights in Upper Nile State, in the form of psychosocial support and capacity building of local civil society. Through the Rights of Displaced Children (RODIC) project, 320 of the most vulnerable children will be offered psychosocial support through Child Friendly Spaces established at four of the schools supported by the BRES project. The RODIC project has a total budget of 2,128,477 DKK over two years, 2020 to 2022.

The BRES project is also being implemented in conjunction with the Education in Emergency project, with funding from Norad. ADRA South Sudan is managing these two projects so that the funding they provide complements one another and the activities are able to reach more schools and children affected by the protracted crisis in Upper Nile State, South Sudan. The EiE project is building on the progress made from the BRES project since it began in 2016, improving access to education for vulnerable children in Maiwut and Nasir counties, continuing to build the capacity of the PTAs and SMCs engaged with the BRES project, and complementing the various hygiene and sanitation activities at the schools also engaged with the BRES project. Funding from the EiE project has expanded the reach and impact of the BRES project, ensuring that more conflict affected children and youth access and participate in inclusive education. The total four-year budget for the EiE project is 4,689,223 USD.

ADRA is also working together with a private donor to develop the innovative pilot project, Farming for the Market, in Tanzania. The total budget for the project over two years is 4,389,914 DKK, whereby the private donor has committed 750,000 DKK. Due to the project starting so late in the year, no funds from the private donor were used in 2020, and as such the funds have been transferred to the 2021 accounts.

Lessons Learned and Achieved Results from Innovation Funds

In 2020, ADRA Denmark established an Innovation Task Force in order to promote innovative ideas, both within ADRA Denmark and among partners. The Innovation Task Force focused on defining an innovation framework to identify what innovation is in the context of ADRA Denmark and its partners, and how to promote an innovative culture.

The role of the taskforce in coming years is to:

- Stimulate and facilitate innovative reflections and learning within ADRA Denmark and in partner organisations
- Map new and innovative technologies and approaches that can be considered innovative solutions for the challenges faced within ADRA Denmark's projects

The task force will stimulate innovative thinking among partners when designing new projects and when reviewing ongoing projects, as well as supporting partner capacity within strategic innovative thinking. The task force will also assess projects where innovative solutions are proposed to ensure that they meet ADRA Denmark's criteria for innovation and support in the development of proposals. ADRA Denmark's approach to innovation follows an evolutionary approach, intended to develop new methods, models and tools through incremental advances in the processes and approaches we are already using.



Involvement of religious leaders in the work for 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 we believe have a potential to play a more active role in promoting social justice and human rights. In 2019, ADRA Denmark initiated a process of strengthening cooperation across ADRA, the Adventist church and central Adventist institutions in Denmark, Malawi and Uganda. Due to the phase out of the partnership with ADRA Malawi, focus in 2020 has been to support ADRA Uganda in engaging the Adventist church in Uganda to identify a specific issue where they can use their network and influence to promote positive change in the wider community. We are supporting them in developing plans for how to address these issues on a national scale, and how to engage their congregations and constituencies to act as catalysts for change. As reported on page 22, during the year, ADRA Uganda was part of a national initiative where the Inter-Religious Council of Uganda developed pastoral letters with a common standpoint on subjects such as equal education opportunities for boys and girls, GVB, teenage pregnancies, and property rights. The pastoral letters were developed with arguments from a religious standpoint and addressed negative cultural practices.

In 2020, we also increased our engagement with religious leaders throughout our humanitarian programme activities. In Upper Nile, South Sudan, the collaboration with religious leaders supported the peace and reconciliation process locally, through dialogue between several different ethnic groups, to prevent revenge killings and the looting of cattle. Religious leaders representing all local denominations were selected and paired with local youth groups in eight different locations and collaborated with local leaders to develop plans for peace and reconsolidation initiatives. Via discussions, problem formulation, and common goal setting, the approach had a notable impact on the incidence of revenge killings and intercommunal violence in the areas.

In Yemen, the collaboration with Muslim leaders in 2020 was crucial for enhancing the safety and rights of women and children, actively engaging them in the dissemination of information on rights to the wider community. Additionally, the religious leaders played a crucial role in sharing information regarding COVID-19 prevention.

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

During 2020, ADRA Denmark continued to test initiatives and further develop our approach to innovative engagement with the private sector, focusing mainly on creating income and jobs. The Farming for the Market project in Tanzania is piloting the innovative agricultural approach of combining the RIPAT and FMS approaches. The project is detailed 35.

Innovation in the humanitarian-development nexus

In 2020, ADRA Denmark continued to strengthen the link between its humanitarian and development programming with the purpose of improving conditions for affected populations and strengthening their resilience. To strengthen the humanitarian-development nexus we have promoted and tested innovative ideas coming directly from implementing partners within humanitarian contexts, and from within our existing programmes.

In 2020, as a response and adaptation to the COVID-19 pandemic, ADRA South Sudan developed alternative methods of teaching children as schools were closed indefinitely. The ADRA Denmark's BRES project was adapted to integrate the "Education on Air" component into its planned activities, where selected children learned together, while socially distanced, via pre-recorded lessons played through loudspeakers, and experienced mentors guided the children and teachers in the approach. In 2020, 135,000 DKK from the Innovation funds under Lot HUM (in addition to 315,105 DKK reallocated from BRES project) were used to support 4,523 (2,310 boys, 2,213 girls) children from eight schools, grades four to eight. The children thereby were able to continue their education although schools were closed. This was especially vital for the 122 Primary 8 students who were able to attend their final national exams.

As a way of strengthening the link between ADRA's humanitarian and development programming, ADRA Denmark, throughout the second half of 2020, worked with ADRA Uganda to develop a pilot project with the purpose of



improving the household income of refugees in Kyaka and Rwamwanja refugee settlements in Uganda. The idea is to test and adapt ADRA Denmark's FMS approach (developed for a stable, development context) to a humanitarian context, and hereby use lessons learned to further strengthen the approach. The project is planned to start in 2021 with funding from ADRA's Innovation budget.

Results and Progress from Global Activities

In 2020, with funding through our Lot CIV Global Activities, ADRA Denmark continued to lead the way in promoting the FMS approach across the international ADRA network. The FMS approach has taken root in some countries, especially the initial pilot project countries Malawi and Zimbabwe, and also in Sudan. These three country offices have taken FMS onboard in their strategies and have included it in a number of projects, including those with support from other donors. The same is now being done in other ADRA offices, including in Kenya, Rwanda, Mozambique, Zambia and Nepal, whose staff and partners were trained as FMS Master trainers in 2019. There are also Ministries and organisations outside ADRA who are planning to start up with FMS in various ways, including the Ministries of Agriculture in Eritrea, Rwanda and Mozambique.

Following the activities in 2019 it became clear, though, that an organisational structure was needed to support the wider dissemination and growth of the FMS approach and to ensure quality and consistency of its use. During 2020 we have worked with the ADRA network's Livelihood Technical Learning Lab to build this support structure, however due to COVID-19 restrictions, few achievements were made. The plan now, however, is to roll out this support structure during 2021. This will allow us to scale up in a deliberate way to increase the impact of this successful innovative approach benefiting smallholder farmers. Through our support, there will be a focus on wider dissemination, start up and growth of the FMS approach, however still primarily across Africa.

Despite the challenges during the year, ADRA Denmark has continued to push the FMS approach in order to not lose momentum, thereby using the time to update the FMS Master Training Guide and develop a new guide for FMS group facilitators, which have been translated into French, Arabic, Portuguese, and Nepali. A webinar was organised in 2020 to disseminate the FMS approach widely within the ADRA network, which turned out very successful with considerable interest and a high number of active participants. We will continue to invest in promoting this process and its adoption across the network and with other relevant partners in 2021, and hopefully gain stronger support and commitment from the ADRA network and other FMS implementing partners.

Further, during 2019 and 2020, ADRA Denmark promoted the ADRA network's global advocacy campaign promoting the right to an education, *'Every Child. Everywhere. In school.'* The campaign has so far collected over one million signatures. Following the campaign, ADRA Denmark supported the facilitation of an Advocacy Master Class, open for all members of the ADRA network, as well as Adventist Church representatives from around the world. Over 13 weeks, a series of virtual classes were conducted to build competencies and knowledge across the international network. The course was developed by the network's Advocacy Working Group in which ADRA Denmark is a key actor. During the training, ADRA Denmark also presented our approach to advocacy (participatory/citizen-centred advocacy), providing tools and examples from ADRA Denmark's advocacy-based programming. It is intended that after this capacity building process, more ADRA organisations will be equipped to undertake advocacy-based programming and lead advocacy initiatives in their respective countries.

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 to inform about the dilemmas and challenges we meet. As a natural part of our information activities, we have integrated information about the SDGs and our responsibility to achieve them.



The communication and information work of ADRA Denmark takes its point of departure in our core narrative, which captures the identity of ADRA Denmark as a Christian faith-based organisation and establishes a framework for our communication materials, securing a strategic link between the communication and programme activities of ADRA Denmark.

The overall theme for ADRA Denmark's information and communication work in 2020 was *"Give us this day our daily bread."* This verse from the 'Lord's Prayer' provided a recognisable frame for our information and communication work, also in line with the headline of the core narrative. As such, we focused on ADRA Denmark's programme work within agriculture and livelihoods. We were unable to travel to Ethiopia and Sudan as planned, but in Ethiopia we hired a local consultant and journalist to collect case stories from the RiHA project. A number of case stories were produced and used for information work in particular in relation to the livelihoods and food security of pastoralist and agro-pastoralist communities in Ethiopia. Additionally, the 'bread' theme was built on through our social media platforms. Followers were engaged by sharing their best bread recipes, linked to the message that not all people are able to have their 'daily bread'.

COVID-19 did of course also affect the communication work in ADRA Denmark in 2020. The pandemic prevented us from travelling to collect information materials in programme countries and forced us to continuously revise plans and postpone planned activities.

Throughout the year, we promoted the book on the role of communities of faith in achieving the SDGs, *Verdensmålsbogen*. The first batch was printed with 2,000 copies, which were distributed to church-based groups and communities through the networks of the involved organisations ADRA Denmark, DanChurchAid and the Danish Mission Council. ADRA Denmark distributed copies to all Adventist churches and schools in Denmark. Phase Two of the SDG project, which will focus on transforming the knowledge from the book into concrete local actions through a digital platform, is currently being developed and expected to be launched in August 2021.

A coffee table photo book with photos from Karamoja, Uganda, was produced in late 2019 and the launch was planned to take place in March 2020 but cancelled due to COVID-19. An exhibition of the photos in libraries was subsequently planned, but again postponed until October 2021, with an exhibition planned in the main library in Rudersdal.

Follow-up to Recommendations from Programmatic Reviews and Financial Monitoring

Due to the restrictions faced by ADRA Denmark and our partners as a result of COVID-19, most of our planned review and monitoring activities were cancelled or postponed. Therefore, during 2020, ADRA Denmark undertook only one financial monitoring visit, which took place in Syria. ADRA Denmark's Finance Director conducted a review of ADRA Syria's workflows and approval processes, with specific focus on documentation and division of labour. The overall conclusion was that the office is very strong and in compliance with ADRA Denmark and back donors (ECHO and Danida) rules and regulations. The review included procurement (one procurement document was reviewed from start to end, including tenders, committee meetings, registers, final contract, etc.), HR (payroll and recruitment), administration (time registration) and finance. Due to time limits it was not possible to conduct a full review of all financial procedures, so a review of all departments was chosen with single samples for each department reviewed.

Additionally, time was spent discussing the difficulties in transferring funds to Syria, exploring all possible unchartered options. ADRA Denmark's Finance Director also met with the president of SARC in Damascus to discuss these difficulties, but as all NGOs are facing similar issues, SARC was unable to provide any solutions.





Annex One:
Updated Management
Response to Danida
Review Recommendations



Updated Management Response to Danida Review Recommendations

Recommendations 2019	Proposed deadline for follow-up	Responsible	ADRA Denmark Management Response (updated June 2021)
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	We are still doing what we can to promote this among our partners. However, the discussions have been delayed due to COVID-19, which unfortunately forced us to cancel a number of meetings, including our Partner Workshop planned for 2020. But we have continued the dialogue in bilateral fora, e.g. we currently have a dialogue with ADRA Uganda and a number of their other supporting partners about how to move towards a more strategic level of support.
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.	Completed	ADRA DK Board	We regard this task as complete. Since 2019, the board has been supplemented by two new board members with long experience from postings in Africa as well as solid experience from like-minded CSO boards and financial management and control. ADRA Denmark's Risk Register is reviewed by the management team and the Board at least once a year, allowing the Board to take active part in managing global contextual risks.
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.	Completed	ADRA DK	We regard this task as complete. We still assess staff needs on a continuous basis. During the last year, we have upgraded programme team competences through additional recruitments, bringing in expertise in cash-based programming, safeguarding, and MEAL.

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	Sustainability analysis is an inherent part of our programme planning processes. Exit strategies for CBGs are discussed with our partners as part of any planning process, but a benchmark system is yet to be decided. As mentioned above, the Partner Workshop unfortunately had to be cancelled due to COVID-19. This has also been integrated into our planning of activities for 2021, being the final year of the current phase of the SPa. It is expected that the lessons learned through this process will feed into the future project activities under the next SPa.
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.	Ongoing	ADRA DK	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, a four-day exchange workshop was held in Sudan in November 2020, and exchange visits also took place. As mentioned, these workshops and exchange visits are opportunities to analyse and discuss lessons learned from all the approaches used in the RiHA programme, including CAP.
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.	Completed	ADRA DK	Complete. An approach paper was developed and finalised in May 2020. The review of our nexus activities has been delayed due to COVID-19 but is currently ongoing. The learnings from this study will feed into our future programming, e.g. the upcoming SPa 2.0 application process. The Nexus Approach Paper will be updated accordingly.
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	Ongoing	ADRA DK	The Summary Results Framework has been updated and all SPa indicators include targets. The indicators for the RiHA programme have been more thoroughly updated

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.			with revisions in the indicators themselves. This has been approved by the Ministry. Reporting templates for both HUM and CIV have also been updated. Moreover, ToC trainings have been carried out.
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.	Completed	ADRA DK	Since the last update, we have revised our Approach to Partnership paper (now: <i>ADRA Denmark's approach to civil society, partnership and localisation</i>). We have included non-ADRA CSOs in our portfolio in Tanzania and are planning to do the same in other countries too.
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.	By end of 2021	ADRA DK	We did not agree with the rationale for this recommendation, which we believe builds on an inaccurate perception of our advocacy work. 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 have therefore continued 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. Unfortunately, the Danida Fellowship Centre training on advocacy was cancelled due to COVID-19. However, we will continue to support our partners in developing their advocacy skills.
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.	Ongoing	ADRA DK	Guidelines for virtual financial monitoring have been developed when physical visits are not possible, and virtual monitoring is ongoing. Internally have we planned for visits in 2021 so we hopefully are able to make 4 virtual and 3 physical visits in 2021. The plan is based on a thorough risk assessment and will be updated

			quarterly to make sure we address any upcoming challenges.
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	As mentioned above, we have updated our Summary Results Framework and indicators. A model to assess Value-for-Money is being developed by adopting Outcome Harvesting in order to enhance our capacity to compare our input to the outcome.
R12: In the interest of predictable funding flows, Danida 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 agreed with this recommendation.



Annex Two:
ADRA Denmark's Three
Cross-Cutting Indicators,
2020



ADRA Denmark's Three Cross-Cutting Indicators, 2020

Objective: Civil society organisations and groups are strengthened and empowered to hold duty bearers to account
Indicator: Number of community priorities addressed
Result: 36
<p>Through the Action for Social Change (ASC) programme in Malawi and Uganda and the Resilience in the Horn of Africa Programme (RiHA) in Sudan and Ethiopia, 36 community priorities were addressed. Both programmes abide by a human rights-based approach to development (HRBA), seeking to achieve a positive transformation of power relations between rights-holders and duty-bearers. Through the ASC programme, ADRA 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.</p> <p>For example, in Kotido, Uganda, the broadcasting on Karibu FM local radio station on the issue of non-functional boreholes resulted in 22 boreholes being repaired by the District Water Office. ADRA Uganda supported the costs of broadcasting as well as facilitated a journalist to document the issue of broken boreholes.</p> <p>The Community Action Planning (CAP) approach utilised in the RiHA programme engages the entire community to identify, prioritise and analyse their own problems, supporting community engagement, strengthening ownership and ensuring the durability of the projects implemented.</p> <p>For example, in Ethiopia, the construction of school buildings and the advocacy initiatives towards Adadle Education Office resulted in the number of teachers available in the area increasing from zero or one up to six teachers per school and the Education Office providing materials like desks, chairs, blackboards and books. This has meant a dramatic increase in the quality of education and in the number of children attending school.</p>
Objective: People affected by poverty and marginalization have enhanced their income and livelihoods
Indicator: Number of people with increased resilience assets (physical, natural, financial, social, human)
Result: 49,458
<p>Achieving any significant reduction in poverty and hunger in the aftermath of a crisis requires the development of resilient livelihood systems that have robustness and stability against increasing stresses and shocks (droughts, floods, conflict, disease, etc.). The diversification of livelihoods provides individuals and communities with additional options for influencing their own futures, whether it be in the face of crisis or when fostering long-term development plans. Within a humanitarian crisis, we will work with local communities to meet their immediate needs, whilst at the same time engage both individuals and community groups to develop long-term solutions. In the face of a crisis, families report spending savings, running up debts/buying on credit, depleting household assets and reducing food consumption as the most common negative coping strategies. Investing in livelihood interventions as soon as a crisis hits provides people with the means to feed their families, which promotes recovery, reduces dependency on food assistance and increases self-reliance. In Sub-Saharan</p>

Africa, combating food insecurity requires the development of family farming and a focus on the production of basic foods. The small farms that are more dynamic and commercially oriented have the greatest opportunities to act as catalysts, while the poorest will benefit from this development through lower food prices and a better local labour market. The foundation of resilience lies in enabling individuals and local communities to work towards influencing their own livelihoods.

The resilience assets of 49,458 people were increased in 2020. This was achieved in a number of ways. For example, in Syria 26 people received small business training and grants, and 100% of beneficiaries reported an increase in their income as a result and 96% reported a decrease in their debts. Whereas VSLA group members in Sudan, which are mostly women (87% of the 3,493 new members in 2020), managed to invest in farming and animal husbandry or other income generation activities. This allowed them to pay for food, clothes, school fees and medication for themselves and their children. This also contributed to increased decision-making power among women within their households and more personal confidence.

Objective: Vulnerable groups experience increased protection

Indicator: % of targeted people reporting a safe environment in their communities (compared to baseline)

Result: 79%

Protection risks become more prevalent during a crisis, including gender-based violence. Our interventions promote the right to safety and dignity and foster safe environments for affected communities, particularly those most vulnerable, most often women and children.

During 2020, ADRA's Emergency and Resilience Building project in Yemen was able to reach out to communities through targeted awareness sessions and implement advocacy campaigns directed at duty bearers. In small groups, awareness sessions were conducted on sexual harassment, sexual and gender-based violence (SGBV), child labour, early marriage, and domestic violence. The messages from the awareness sessions reached residents from across Basateen, Aden, including refugees, asylum seekers, displaced, host communities and marginalised groups. The sessions were adapted to the different ethnicities, carrying out the training sessions and preparing the materials in three languages: Oromo, Somali, and Arabic. In total 1,623 representatives from the community, including local leaders, school children, women's groups, school youth and men's groups were targeted by awareness sessions. By the end of the year, 87% of targeted community members reported decreased SGBV and child protection incidents in their community and 78% of community members reported an increased perception of personal and community safety and improved living conditions.

ADRA Denmark was able to use funding from the Building Resilience in the Education Sector (BRES) project in South Sudan to leverage additional funds from *Danmarks Indsamling* and the Novo Nordisk Foundation to support children's rights in Upper Nile State, in the form of psychosocial support and capacity building of local civil society. Through the Rights of Displaced Children (RODIC) project, 320 of the most vulnerable children will be offered psychosocial support through Child Friendly Spaces established at four of the schools supported by BRES. The RODIC project only first started in late 2020, and therefore there are no results to report just yet. It will run for two years and help children feel protected in their communities and gain knowledge on their rights.



Annex Three:
Final Accounts for Danida
Strategic Partnership
Agreement (CIV and
HUM) 2020





**Final Accounts for
Danida Strategic Partnership
Agreement (HUM and CIV) 2020**

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

Donor:
The Danish Ministry of Foreign Affairs (Danida)

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- 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 2020. 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, 2020.
- 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, 10 juni 2021



Katrine Skamris
Finance Director



Independent auditor's report

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

Qualified Opinion

We have audited the project financial statement for the 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 2020. The project financial statement for the Strategic Partnership Agreement is 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, except for the potential effect of the matter described in the "Basis for qualified opinion" section the project financial statement is, in all material respects, correct, i.e. prepared in accordance with the grantor's guidelines.

Basis for qualified opinion

We have not been provided with an audited project financial statement concerning local costs in Syria of DKK 1,490,096 for project 'HUM3809 - BRES'. As a result, we have not been able to obtain sufficient and appropriate audit evidence as to whether costs incurred are in line with the Ministry of Foreign Affairs of Denmark's Administrative Guidelines for grants for Civil Society Organisations that qualify as Strategic Partners. 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 qualified 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 statement is prepared in accordance with the grantor's guidelines. The project financial statement has been prepared to help the grantee observe the accounting provisions in the grantor's guidelines. Consequently, the project financial statement 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 statement. The budget figures have not been subject to audit procedures.

Management's responsibility for the project financial statement

Management is responsible for the preparation of a project financial statement that is, in all material respects, correct, i.e. prepared in accordance with the grantor's guidelines and for such internal control

Independent auditor's report

as Management determines is necessary to enable the preparation of project financial statement that is free from material misstatement, whether due to fraud or error.

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

Our objectives are to obtain reasonable assurance as to whether the project financial statement as a whole is 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 statement, 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.

In connection with our audit of costs incurred in Yemen we have not received documentation on the compliance audit and performance audit from the local auditor. We can therefore not express a

Independent auditor's report

statement on the transferred amount of 3.597.379 DKK. Further, expect for the potential effect of the matter described in the "Basis for qualified opinion" section, we have no other significant critical comments to report in this connection.

Copenhagen, 10 June 2020
EY GODKENDT REVISIONSPARTNERSELSKAB
CVR no. 30 70 02 28

Ulrik Benedict Vassing
State Authorised
Public Accountant
mne32827

Thomas Holm Christensen
State Authorised
Public Accountant
mne46321

ACCOUNTING REPORT

Grant

On the 13th of January 2020, Danida granted a total of 36,000 TDKK towards ADRA Denmark's Strategic Partnership Agreement for 2020. ADRA Denmark is a Strategic Partner of Danida for the period covering 2018-2021, after which ADRA Denmark must reapply for a partnership agreement for the following period.

Additionally, due to the COVID-19 pandemic, Danida committed an additional 125,000 TDKK in response to the global crisis, of which ADRA Denmark was granted an additional 4,000 TDKK for interventions in 2020.

The grant for 2020 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

4,000 TDKK for Lot HUM, Flexible funds – journal number: 2017-12478

Budget

On the 30th of June 2020, ADRA Denmark submitted revisions to the Lot CIV and Lot HUM budgets to Danida. Both budgets were approved by Danida.

Budget deviations

The year was extraordinary due to the significant reallocation of funds due to COVID-19 and subsequent responses. As a result of Danida's flexibility, it has been possible to keep an acceptable burn rate for both Lot's and the overall subtotal is within the acceptable allowance for deviations.

Specific for Lot HUM: Funds for "Innovation" have been underspend by 46%. The underspending is due to the complications for implementing the planned activities due to COVID-19 restrictions.

For priority countries, the budget for the VCD project in Syria was underspent by 50%, as we faced significant difficulties in transferring funds to Syria. Fortunately, it has been possible to transfer funds in the first weeks of 2021 so the delayed activities were implemented, but expenditures will first be included in the 2021 accounts.

Specific for Lot CIV: "Global" and "Innovation" funds have an underspending with accordingly 63% and 17%. The underspending is due to the complication for implementing planned activities due to COVID-19 restrictions.

A reallocation of funds has been included for match funding to an ECHO project in Sudan and was approved by Danida on the 12th of August 2020.

Funding

In addition to the grant for Lot CIV and Lot HUM of 36,000 TDKK and the additional flexible funding for Lot HUM at 4,000 TDKK, there was an opening balance from 2019 of which 37 TDKK related to unspent Lot CIV funds and 736 TDKK related to unspent Lot HUM funds.

ADRA Denmark was granted an exception to the requirement of the 5% own financing contribution for Lot CIV, due to difficulties in implementing the planned activities due to COVID-19, despite the funding being guaranteed by a private donor. Further to that, ADRA

Denmark spent an additional 65 TDKK from own financing to supplement the Lot HUM Flex Funding, in order to implement additional COVID-19 activities.

Unspent balance

As of December 31, 2020, the accounts for the Strategic Partnership Agreement show a total consumption of 38,410 TDKK. Leaving a balance of 2,363 TDKK which is carried forward to be used in 2021, specified as 46 TDKK for Lot CIV and 2,317 TDKK for Lot HUM where of 51 TDKK is for Flex Funding.

Final and unsettled project accounts

There is one unsettled project account in Syria with internal project number HUM3809 and a budget of 3,000 TDKK. The spent amount in the accounts is therefore the last reported expenditures and an adjustment is likely to happen when the audited accounts are received.

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 are 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 2020

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))	1.350	0	-100,0%
Match to Sudan for EU	3.000	4.691	56,4%
Own financing Total	4.350	4.691	-43,6%
MFA partnership funds			
Unspent commitments transferred from previous year	37	37	
This year's commitment from the Ministry of Foreign Affairs	21.000	21.000	0,0%
Interests	-	-	
Previously expended expenses returned		-	
MFA partnership funds Total	21.037	21.037	0,0%
Income from MFA partnership funds +liquid funds from self-financing	22.387	21.037	-6,0%
Expenses - program- and project support (PPS)			
Program- and Project activities (PPA) (incl. Liquid funds)	19.473	18.263	6,2%
Program- and Project related information (PRI-funds)	375	281	25,2%
Other Activities	1.100	1.017	7,5%
Audit	63	56	11,1%
Administration (max. 7% of funds)	1.376	1.373	0,2%
Udgifter Total (midler + likvide midler fra egenfinansiering)	22.387	20.990	6,2%
Hereof strategic funds	21.037	20.990	
Undisposed commitment end balance	0	47	
Undisposed commitment transferred to next year		47	

Unused funds carried over to next year (max. 15% of grant of the year)	0,0%	0,2%
Equity ratio (min. 20% of PPA)	24,0%	25,7%
Liquide funds (min. 5% of the own funding total)	7,4%	0,0%
PRI-funds (max 2% af midler under PPS)	2,1%	1,5%
Administration (max 7% of total grant)	7,0%	7,0%
Priority countries (min 50%)	89,1%	88,4%
Innovation funds (max 10% of total MFA funds)	3,8%	3,2%
Uallokkerede midler (max 10% of total MFA funds)	0,0%	0,0%
Fleksible midler (max 1/3 af total MFA funds)	0,0%	0,0%

Amounts in DKK

Deposits from the Ministry of Foreign Affairs (Liquidity)

Primo balance deposits from the Ministry of Foreign Affairs	36.912
Payments in year from the Ministry of Foreign Affairs	21.000.000
Interest	58
Other	-
Liquidity in year	21.036.970
Programme and Project activities (PPA)	18.263.391
Program- and Project related information (PRI-funds)	280.611
Other activities	1.017.063
Auditing	56.000
Administration	1.373.195
Total payments	20.990.260
Ultimo balance deposits from the Ministry of Foreign Affairs	46.710

Receivables from the Ministry of Foreign Affairs

Year	Receivables	Grant for the year	Received from Danida	Receivables	Interest
2018		21.000.000	21.000.000		
2019		21.000.000	21.000.000	-	25.000
2020		21.000.000	21.000.000	-	-
Total	-	63.000.000	63.000.000	-	25.000

Lot CIV Program and Project activities (PPA)

ADRA Danmark - for the year 2020

Amounts in 1,000 DKK

Region/Country/Project	Thematic programmes										Deviation		Activity specific consultant payment per. country salary	Activity specific consultancy payment per. country overhead	Activity specific consultancy payment per. country total	in pct.
	Action for Social Change (ASC)		Recilience in Horn of Africa (RiHA)		FMS/RIPAT		Covid - 19		Subtotal							
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual						
Priority Countries	5.300	3.623	9.060	9.193	1.186	657	700	1.663	16.246	15.404	-842	-5%	1.073	859	1.932	13%
Uganda (spec. for Covid-19)	5.300	3.623	0	0	0	0	0	963	5.300	4.586	-714	-13%	272	217	489	11%
Ethiopia - RiHA			3.400	3.280					3.400	3.280	-120	-4%	268	215	483	15%
Ethiopia - Covid-19 respons							700	700	700	700	0	0%	-	-	-	0%
Tanzania - FMS/RIPAT					1.186	657			1.186	657	-529	-45%	264	211	475	72%
Sudan - SCEED (incl. covid-19)			2.600	2.666					2.600	2.666	66	3%	208	166	374	14%
Sudan - EU match TMP			3.060	3.247					3.060	3.247	187	6%	24	19	44	1%
Sudan - ECHO match CEIRC									0	268	268		38	30	68	25%
Non-Priority Countries	1.617	1.687	0	0	0	0	370	342	1.987	2.030	43	2%	204	163	367	18%
Burundi - ASC	217	200							217	200	-17	-8%	48	39	87	44%
Malawi - ASC	1.400	1.488							1.400	1.488	88	6%	138	111	249	17%
Malawi - Covid-19 respons							370	342	370	342	-28	-7%	17	14	31	9%
Globalt		0	0	0	0	0	0	0	440	164	-276	-63%	91	73	164	100%
Program 1									440	164	-276	-63%	91	73	164	100%
Innovation									800	666	-134	-17%	334	267	600	90%
Innovation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	800	666	-134	-17%	334	267	600	90%
Sub total	6.917	5.310	9.060	9.193	1.186	657	1.070	2.006	19.473	18.263	-1.210	-6%	1.702	1.361	3.063	17%
Deviation	-	-1.607		133		-529		936		-1.210						
Deviation in pct.	-	-23%		1%		-45%		87%		-6%						

Penneo document key: ZUIPU-U2J74-7N2UU-Z23HH-DWUXA-EG4WJ

Lot CIV Program and Project activities (PPA)

ADRA Danmark - for the year 2020

Amounts in 1,000 DKK

	Approved budget	Actual	Deviation in %
Preliminary/pilot/feasibility studies	150	0	-100,0%
Cross-cutting, monitoring and reviews	500	831	66,1%
External evaluations	100		-100,0%
Partnership workshop	150		
Other agreed activities (COVID-19 kompensation))	200	186	-6,8%
Other activities total	1.100	1.017	-7,5%

Lot CIV Program and Project activities (PPA)

ADRA Danmark - for the year 2020

Amounts in 1,000 DKK

Own financing (min. 5% of PPA (excluding own funds))	Budget 2020	Actual 2020	Pct. of total
approval from Danida to lift the demand	1.350	0	
Total	1.350	0	

Co-financing	Budget 2020	Regnskab 2020	Pct. of total
EUROPEAID - Sudan	3.000	4.691	100%
Total	3.000	4.691	100%

PPA excl. own financing (cash funds)	19.473	18.263
Own financing (cash funds) (min. 5 % of PPA excl. own financing (cash fund	7,4%	0,0%
Total own financing (min 20 % of PPA excl. own financing (cash funds))	22,3%	25,7%

Co-financing and other funding sources

ADRA Danmark - for the year 2020

Amounts in 1,000 DKK

ACTUAL SPENDING 2020 in DKK							TOTAL BUDGET 2020
Ethiopia	Partnership engagement	Other Danida funding	Organisation's own contribution	Private funding		TOTAL	
TOTAL	4.259	553		613		5.425	
Percentage	79%	10%	0%	11%			

ACTUAL SPENDING 2020 in DKK							TOTAL BUDGET 2020
Sudan	Partnership engagement	Other Danida funding	Organisation's own contribution	EU	ECHO	TOTAL	
TOTAL	6.660			4.691	6.365	17.716	
Percentage	38%	0%	0%	26%	36%		

ACTUAL SPENDING 2020 in DKK							TOTAL BUDGET 2020
Uganda	Partnership engagement	Other Danida funding	Organisation's own contribution	Private funding		TOTAL	
TOTAL	4.907			871		5.778	
Percentage	85%	0%	0%	15%			

*accounts are incl. Administrationfee

Accounts for Lot HUM Strategic Partnership Agreement - resumé

ADRA Danmark - for the year 2020

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))	-	65	
co-financing			
Egenfinansiering Total	-	65	0,0%
MFA partnership funds			
Unspent commitments starting balance (transferred from previous year)	736	736	
This year's commitment from the Ministry of Foreign Affairs	19.000	19.000	0,0%
Interests	-	-	
Previously expended expenses returned		-	
MFA partnership funds Total	19.736	19.736	0,0%
Income from MFA partnership funds +liquid funds from self-financing	19.736	19.801	0,3%
Expenses - program- and project support (PPS)			
Program- and Project activities (PPA) (incl. Liquid funds)	17.925	15.738	12,2%
Other Activities	481	566	-17,8%
Audit	17	41	-138,6%
Administration (max. 7% of funds)	1.290	1.140	11,7%
Expenses Total (funds+own contribution)	19.713	17.484	11,3%
Hereof strategic funds	19.713	17.419	
Undisposed commitment end balance	23	2.317	
Undisposed commitment transferred to next year		2.317	
Hereof: Flexible funds		51	

Unused funds carried over to next year (max. 15% of grant of the year)	0,0%	12,2%
Equity ratio (min. 20% of PPA)	0,0%	0,4%
Liquide funds (min. 5% of the own funding total)	0,0%	0,4%
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)	1,5%	0,9%
Uallokkerede midler (max 10% of total MFA funds)	0,0%	0,0%
Fleksible midler (max 1/3 af total MFA funds)	26,6%	29,8%

Amounts in DKK

Deposits from the Ministry of Foreign Affairs (Liquidity)	
Primo balance deposits from the Ministry of Foreign Affairs	735.681
Payments in year from the Ministry of Foreign Affairs	19.000.000
Interest	-
Previously expended expenses returned from HPA 2013	-
Liquidity in year	19.735.681
Programme and Project activities (PPA)	15.737.590
Other activities	566.383
Auditing	40.563
Administration	1.139.568
Total payments	17.484.104
Ultimo balance deposits from the Ministry of Foreign Affairs	2.251.577
Flexible funds primo year (lot HUM)	1.077
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		15.000.000	15.000.000		
2019		15.000.000	15.000.000	-	1
2020		19.000.000	19.000.000	-	-
Total	-	49.000.000	49.000.000	-	1

Lot HUM Program and Project activities (PPA)

ADRA Danmark - for the year 2019

Amounts in 1,000 DKK

Region/Country/Project	Thematic programmes										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 educational		VCD: Vulnerable Communities live with Dignity		ERB: Emergency & Resilience Building		COVID-19		Subtotal							
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	in DKK	in pct.				
Priority Countries	5.475	4.378	3.212	1.694	3.700	3.202	0	1.108	12.387	10.382	-2.005	-16%	414	331	745	7%
South Sudan - (spec. for covid-19)	5.475	4.378	0	0	0	0		713	5.475	5.090	-385	-7%	205	164	369	7%
Syria			3.000	1.490					3.000	1.490	-1.510	-50%	79	64	143	10%
Syria - Match to ECHO			212	204					212	204	-8	-4%	2	2	4	2%
Yemen - (spec. for covid-19)	0	0			3.700	3.202		396	3.700	3.597	-103	-3%	127	102	229	6%
Innovation									300	162	-138	-46%	27	22	49	30%
Innovation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	300	162	-138	-46%	27	22	49	30%
Flexible funds (lot HUM only)							5.238	5.193	5.238	5.193	-45	-1%	117	93	210	4%
South Sudan	N/A	N/A	N/A	N/A	N/A	N/A	827	839	827	839	12		17	14	31	4%
Yemen							670	715	670	715	45		17	14	31	4%
Tanzania							643	991	643	991	349		8	7	15	2%
Lebanon							1.244	1.058	1.244	1.058	-186		0	0	0	0%
India							1.015	1.000	1.015	1.000	-15		0	0	0	0%
Ethiopia							496	517	496	517	21		33	26	59	11%
Others							344	73	344	73	-271		40	32	73	100%
Subtotal	5.475	4.378	3.212	1.694	3.700	3.202	5.238	5.193	17.925	15.738	-2.188	-12%	441	353	1.004	6%
Deviation		-1.097		-1.518		-498		45		-2.188						
		-20%		-47%		-13%		1%		-12%						

Specification of lot HUM Other Activities

ADRA Danmark - for the year 2020

Amounts in 1,000 DKK

	Budget	Actual	Deviation in %
Preliminary/pilot/feasibility studies			
Cross-cutting, monitoring and reviews	321	525	64%
Partnership workshop	150		-100%
Core Humanitarian Standards	10	41	310%
Other agreed activities (must be specified)			
Other activities total	481	566	18%

Specification of lot HUM - Own Financing

ADRA Danmark - for the year 2019

Amounts in 1,000 DKK

Own financing (min. 5% of PPA (excluding own funds))	Budget	Actual	Deviation in %
Katastrofefonden		65.000	100%
Total		65.000	100%

Co-financing and other funding sources

ADRA Danmark - for the year 2020

Amounts in 1,000 DKK

ACTUAL SPENDING 2020 in DKK						
Syria	Partnership engagement	Other Danida funding	Organisation's own contribution	ECHO	TOTAL	TOTAL BUDGET 2020
TOTAL	1.812	4.846		10.078	16.736	260 TDKK
Percentage	10,83%	28,96%	0,00%	60,22%		

ACTUAL SPENDING 2020 in DKK						
South Sudan	Partnership engagement	Other Danida funding	Organisation's own contribution	DK indsamlingen	TOTAL	TOTAL BUDGET 2020
TOTAL	6.357			604	6.961	6.976
Percentage	91,32%	0,00%	0,00%	8,68%		

ACTUAL SPENDING 2020 in DKK						
Yemen	Partnership engagement	Other Danida funding	Organisation's own contribution	Private funding	TOTAL	TOTAL BUDGET 2020
TOTAL	4.582			260	4.842	4.173
Percentage	94,63%	0,00%	0,00%	5,37%		

*accounts are incl. Administrationfee

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Thomas Holm Christensen

State Authorised Public Accountant

On behalf of: EY Godkendt Revisionspartnerselskab

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Ulrik B Vassing

State Authorised Public Accountant

On behalf of: EY Godkendt Revisionspartnerselskab

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Annex Four:
Final Audit Instructions
(in Danish)



ADRA Danmark

Concordiavej 16, 2850 Nærum

CVR-nr. 20 07 40 35

Revisionsprotokollat

af 10. juni 2021

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 2020 (regnskabet). Det samlede regnskab 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 med 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 2020 har omfattet vurdering af ADRA's overordnede interne kontroller og kontrollerne inden for udvalgte væsentlige regnskabsområder, henviser vi til revisionsprotokollat af 21. april 2021, hvoraf redegørelse for vores arbejde vedrørende årsregnskabet for 2020 fremgår. Revisionen er udført i løbet af året og i forbindelse med udarbejdelsen af regnskabet for 2020.

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

Vi har stikprøvevist testet omkostninger afholdt i Danmark 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 mellem 1 kr. til 136 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 noteret, at følgende lande mangler afrapportering:

- ▶ Syrien, projekt nr. HUM3809, vi har på underskriftstidspunktet ikke modtaget hverken revisionsrapport eller anden form for dokumentation. Vi kan derfor ikke være sikre på, at forbrug er præsenteret korrekt i regnskabet. Forholdet er medtaget i vores påtegning.
- ▶ Yemen, projekt nr. HUM5008, vi har konstateret, at revisor i forbindelse med udførelsen af revisionen ikke har udført juridisk-kritisk revision og forvaltningsrevision. Forholdet er noteret i vores påtegning.

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 EY, 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 %.

Grundet COVID-19 er kravet til egenfinansiering ikke gældende for revisionen 2020. Vi har ikke foretaget os yderligere i relation hertil.

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 2020 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 arbejder 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 regnskabet's 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 10. juni 2021
EY Godkendt Revisionspartnerselskab

Ulrik Benedict Vassing
statsaut. revisor

Thomas Holm Christensen
statsaut. revisor

Siderne 216-219 er fremlagt på bestyrelsesmøde den 10. juni 2021.

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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Monica Neesgaard

Board of Directors

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Thomas Philipp Müller

Board of Directors

On behalf of: ADRA Danmark

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Jens Morten Øster

Board of Directors

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May-Britt Kivikoski Kalvåg Jørgensen

Board of Directors

On behalf of: ADRA Danmark

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Ann-Britt Moos Møller

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Lene Sonne

Board of Directors

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Thomas Holm Christensen

State Authorised Public Accountant

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State Authorised Public Accountant

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