



ADRA Denmark's
SPA Performance Report
2018-2021



ADRA

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Acronyms

ADECOTS	Applied Development Communications and Training Services	Norad	Norwegian Agency for Development Cooperation
ADRA	Adventist Development and Relief Agency	PFS	Pastoralist Field School
ASC	Action for Social Change	PPE	Personal Protective Equipment
CAP	Community Action Planning	PTA	Parent Teacher Association
CBG	Community Based Group	RECODA	Research, Community and Organizational Development Association
CBO	Community Based Organisation	REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
CfW	Cash for Work	RiHA	Resilience in Horn of Africa
CHS	Core Humanitarian Standard on Quality and Accountability	RIPAT	Rural Initiatives for Participatory Agricultural Transformation
CLG	Community Leader Groups	SARC	Syrian Arab Red Crescent
CO	Country Office	SDG	Sustainable Development Goals
CSO	Civil Society Organisation	SGBV	Sexual and Gender-based Violence
ECHO	European Civil Protection and Humanitarian Aid Operations	SMC	School Management Committee
FFS	Farmer Field School	SPA	Strategic Partnership Agreement
FMS	Farmer Market School	STC	Southern Transitional Council
IDP	Internally Displaced Person	SUA	Sokoine University of Agriculture
MPCA	Multi-Purpose Cash Assistance	ToC	Theory of Change
MEAL	Monitoring, Evaluation, Accountability and Learning	VSLA	Village Savings and Loan Association
NGO	Non-Governmental Organisation	WASH	Water, Sanitation and Hygiene

Annexes

Annex One: Updated Management Response to 2019 Danida Review Recommendations

Annex Two: Follow-up on recommendations from Financial Monitoring Visit 2021

Annex Three: Final Accounts for Danida Strategic Partnership Agreement (CIV and HUM) 2021



Organisational and Strategic Developments



Organisational and Strategic Developments 2018-2021

ADRA Denmark's 2020-2024 Strategy

During the SPA period, ADRA Denmark developed a 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**. 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.

These core focus areas are not a great departure from our previous areas of work but have become better defined and more closely aligned to our organisational strengths and capacities. Our interventions in the new SPA period, 2022-2025, also reflect the priorities of the Global Strategy.

Effects of COVID-19

COVID-19 has left its mark on ADRA, and both 2020 and 2021 forced us and our partners to adapt to new ways of working. Many of our projects were put on hold in March 2020, and although most were able to restart within a relatively short period of time, restrictions on travel and movement in country has prolonged the disruptions faced by our implementing partners. We mobilised our Flex Funding, both in 2020 and 2021 to support COVID-19 emergency interventions in partner countries as well as through the ADRA network to improve hygiene facilities and awareness raising, as well as addressing the socio-economic impact on affected communities.

Our energies have gone into supporting our partners as best as possible during this time, and the flexibility shown from Danida, as well as our other institutional donors, has been instrumental in allowing us to make the necessary changes to do just that.

Exit in Malawi and Burundi and Return to Tanzania

The SPA period unfortunately brought with it a number of changes in ADRA's longstanding partnerships. After almost 30 years of collaboration, ADRA Denmark and ADRA Malawi ended their partnership in 2020. 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 all 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. In August to October 2021, we conducted an Outcome Harvesting evaluation of the programme in order to document the results produced, which is reflected in Case 1 below.

The phasing out of the partnership with Malawi came on the back of ending our partnership with ADRA Burundi in 2019, albeit for very different reasons. Unfortunately, ADRA Burundi fell victim to a conflict in its constitutional foundation – the Adventist Church in Burundi – which made it impossible for our partner office to continue. 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 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. The programme activities in Malawi were phased out by June 2020, and the results are reported on in the following chapters.

After a 12-year hiatus, we renewed our partnership with ADRA Tanzania in 2020. Over the coming years we will develop new and relevant programmes in collaboration with ADRA Tanzania. In response to the challenges we have faced with partners during the last few years, we have worked 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, 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).

ADRA Accreditation and Licensing

In 2019, ADRA Denmark underwent the ADRA Accreditation and Licensing (AAL) process. This process assessed the organisation against various standards necessary to receive/maintain the ADRA License and to gain accreditation. ADRA Denmark received a very positive response to this assessment and retained its license and gained accreditation. Further, this assessment was undertaken by all of our implementing partners. It is expected that the results of these assessments and the subsequent verification process will allow the ADRA network to develop a more structured capacity building process for the whole network.

In 2021, an AAL verification review of ADRA Denmark was carried out by the ADRA Europe office. Again, we received positive feedback, and it was a good opportunity for us to review all our policies and procedures as well as our Improvement Action Plan (a specific section within the AAL form), which we will continue to work on in 2022, where the verification process is expected to be completed.

Certification against ECHO and the CHS

In 2020, ADRA Denmark became an approved ECHO partner for the coming seven years. ECHO has become a significant partner for ADRA Denmark, contributing with almost a third of our funding during the SPA period. Currently, we only have one active ECHO project (in Syria), but we intend to expand the number of project countries in the coming years. We have also been able to use funding from our Strategic Partnership with Danida as match to our ECHO projects. This modality has enabled us to ensure complementarity and coherence across our project portfolio, whilst also building the resilience among affected populations.

Furthermore, throughout the SPA period we have moved from CHS verification to CHS certification. Our CHS certification process began in the second half of 2021, and we have recently received a very positive audit report from HQAI and been informed that their auditors have recommended a certification. The CHS certification process has been cumbersome, but we can already see the benefits that it produces in terms of allowing us to focus on downwards accountability in new ways, emphasising the importance of community engagement and feedback throughout the entire life of a project.

Strengthened capacity

Throughout the period, ADRA Denmark employed a number of new staff and increased our capacity significantly. In response to our growing humanitarian portfolio, the number of staff with humanitarian experience has been increased, as was our capacity to ensure accountability with the recruitment of a MEAL Advisor. This has led to ADRA DK becoming a leading partner on multi-purpose cash assistance (MPCA) in the ADRA International

network. Also, the planning, monitoring and evaluation efforts have been strengthened for instance by supporting partners in building Theories of Change, by using Outcome Harvesting in evaluations as well as by piloting a new way of doing Value for Money analyses (ref. Case 1 and 3).

Review of ADRA Denmark

As a part of our partnership with Danida, we underwent an organisational review in 2019. We have continuously followed up on the recommendations throughout the past few years and our progress towards these recommendations are included in Annex 1.

ADRA Denmark's Organisational Priorities

In order to achieve our 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*, 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:	By year end 2021:
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	630 members 1022 contributors
Increased # of annually published articles and other contributions in the media	Six	19	45	15*
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	No significant change in 2021
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 DanChurchAid and Danish Mission Council in developing <i>Verdensmålsbogen</i>	Formal cooperation with DanChurchAid 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	Continued cooperation with DanChurchAid and Danish Mission Council incl. launch of a digital site following <i>Verdensmålsbogen</i> , which facilitates local groups to act on the SDGs
EU funds represent on average at least 25% of office turnover	18%	29%	30%	42%
Developed a model for enhanced cooperation within the ADRA offices in Europe	No significant change in 2018	Strengthened coordination and cooperation within	No significant change in 2020 due to COVID-19	The main ADRA donor offices in the network met and agreed on

on how to work in consortia with the aim of becoming stronger and more competitive in receiving grants and sharing risks and expertise	European offices under guidance from ADRA Europe	concrete actions for i) improved sharing and utilization of human resources across the network, ii) coordination of match funding requirements, iii) more coordinated partnership strategies and capacity building efforts in the global south.
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*The reason for the figure going down between 2020 and 2021 was staff challenges in the communication team

**The meeting happened in early 2022 due to COVID-19 postponement



Progress and
Performance



Progress and Performance 2018-2021

Executive Summary and Cross-cutting Indicators

The executive summary below narrates how outputs and outcomes have contributed to the achievement of the overall objectives of the 2018-21 SPA funded interventions. This summary is structured according to three overall indicators which cut across the Action for Social Change programme (Malawi, Uganda, Burundi), the Resilience in the Horn of Africa programme (Sudan and Ethiopia) and the humanitarian / nexus interventions (South Sudan, Syria and Yemen).

Outcome 1 - Civil society organisations and groups are strengthened and empowered to hold duty-bearers to account	
Overall indicator: Number of community priorities addressed	
Indicator Result: 244	
ASC: # of rights related issues raised by CBOs addressed by duty-bearers at community and/or district level: 196	RiHA: # of CAP projects implemented: 48
<p>A main outcome of the programmes is that people living in poverty were empowered to analyse their situation, identify problems, needs and interests and to advocate for change to improve their lives. This is reflected in the indicator above showing that 244 community priorities were addressed by various duty-bearers. In Uganda, Malawi and Burundi these are predominantly related to the provision of public services and in Ethiopia and Sudan, where the Community Action Planning (CAP) approach was used, the issues were addressed by the communities themselves in conjunction with official duty bearers. A major output leading to this outcome was the mobilisation and strengthening of grassroots CSOs such as women's groups, youth groups, farmers' groups and small registered CBOs. Thus, on the impact level, around 407,000 people reported better access to public services as a result of the various advocacy initiatives and around 23,000 people benefitted from CAP projects.</p> <p>The programmes had a particular focus on changing gender norms since traditional, patriarchal systems in the targeted countries limit the space for women to engage in democratic and decision-making processes. In this regard, outcomes include increased focus on girls' education, curbing the tradition of child marriages, reduction of SGBV as well as an increase in women taking leadership in CBOs. On top of this comes improved economic equality between genders as described below.</p>	

Outcome 2 - People affected by poverty and marginalization have enhanced their income and livelihoods			
Overall indicator: Number of people with increased resilience assets (physical, natural, financial, social, human)			
Indicator Result: 72.287			
ASC: # of smallholder farmers who have an improved position in negotiating with market actors: 3,115	RiHA: # of people with increased resilience assets: 68,796	Syria: # of beneficiaries reporting improvements in income as a result of project activities: 184	Tanzania: # of farmers who have increased their income from agricultural production and sale: 192
<p>In relation to livelihoods, the main outputs are that people living in poverty learned new skills and started to use new practices through the FFS, PFS, FMS and VSLA approaches. The implementation of the farming related approaches of FFS, PFS and FMS led to around 19,000 people, of which a majority were women, being trained and organised in farmers' groups. This resulted in outcomes in terms of farmers improving</p>			

their production and accessing new markets / buyers, which in turn led to increased income and increased overall resilience assets for the farmers.

The VSLA approach was successful in activating financial capital in terms of savings and loans, even for people with very few resources. The capital was in turn invested in farming or other income generating activities, but also in school fees for the children, home improvements and as a buffer for unforeseen expenses. Overall, 10,369 people, mostly women, are members of the VSLAs established through the programmes. In times of drought or other disasters, it was found that VSLA members fared better than non-VSLA members. Moreover, in most of the countries we are working in, saving and loan groups have culturally been regarded as a women's domain, and therefore the VSLA approach has been particularly well-suited to address women's empowerment. Across these countries (Malawi, Uganda, Burundi, Sudan, Ethiopia, Tanzania) the **outcomes** are that women make their own decisions, form mutual support structures through the groups and increase their say in household decision-making. In Uganda, some of the VSLA groups even turned into registered CSOs taking up advocacy issues and engaging in broader community development.

In Syria, the livelihood component mainly consisted of business training and small business grants for individuals, and in Yemen, a pilot was carried out to test this approach. The **outcome** in these settings was to explore the HUM-DEV nexus, supplementing the acute humanitarian response with more development-oriented activities, which was done with some success and will be carried into the next programme period.

On the overall **objective / impact** level, the livelihoods activities led to a total of 72,287 people with increased resilience assets.

Outcome 3 - Vulnerable groups experience increased protection

Overall indicator: % of targeted people reporting a safe environment in their communities

Indicator Result: 75,5%

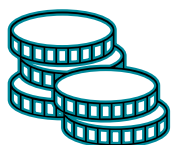
Yemen: % of targeted community members reporting increased perception of personal and community safety and improved living conditions: 91%

South Sudan: % of targeted children participating in recreational activities: 60%

In this area, one of the main aims was the protection of children through enrolment in education (Syria and South Sudan), and the **outputs** produced were primarily rehabilitated school infrastructure and improved teacher capacity. The **outcome** is that a total of around 30,000 children have been enrolled in school over the implementation period across the two countries. Looking at the **objective** of the targeted children reporting increased safety, this was unfortunately not tracked consistently, but in South Sudan, 60% of the targeted children are now participating in recreational activities showing a certain level of perceived safety.

In Yemen, the focus was on SGBV with **outputs** being increased knowledge on the harms of sexual harassment, gender-based violence, child labour, early marriage, and domestic violence cutting across the various ethnicities and nationalities present in the target area. Another **output** was that advocacy teams were established and trained, which led to the development of action plans on child rights and SGBV. One of the **outcomes** of the actions plans was that local authorities installed 60 solar lights across the community. Another outcome was increased use of the available referral systems, whereby women and children were able to benefit from the specialised services from other agencies. At the **objective / impact** level, by the end of 2021, 100% of targeted community members reported a decreased number of SGBV incidents in their community and 91% reported increased perception of personal and community safety and improved living conditions.

Development Programming (Lot CIV)



Approved grant 2018-2021: 84 million DKK
Actual expenditure: 83 million DKK

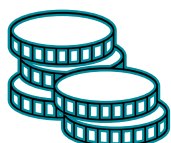


People reached: 478,900

Our development programming under Lot CIV during 2018-21 entailed two major programme interventions: the *Action for Social Change programme* (ASC), partnering with local ADRA organisations in Malawi, Uganda and Burundi, 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.

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 2018-21.

Action for Social Change



Total budget 2018-2021: 38 million DKK
Actual expenditure: 37.1 million DKK



People reached: 410,000

Since 2018, the ASC programme in Malawi, Burundi, and Uganda was designed with five cross-cutting Change Areas. The programme focused on furthering the rights of marginalised people through citizen-centred advocacy combined with a livelihoods component utilising VSLAs and agriculture-based approaches. The programme empowered and built capacity of existing Community Based Groups, of which the majority of the members were women, and thus enabled community members to claim their rights and execute their duties. At the same time, the programme enhanced duty-bearers' capacity and willingness to respond to claims raised by citizens. Finally, the programme improved the implementation of local and national legal and policy frameworks that promote and protect citizens' rights.

Select Indicators for the ASC Programme, Summary Results Framework

	2018 Target	2018 Result	2019 Target	2019 Result	2020 Target	2020 Result	2021 Target	2021 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	N/A	76,586	N/A	147,024	N/A	142,200	N/A	41,081
Change Area A: Communities articulate concerns and claim their rights								
# of CBGs / CBOs actively involved in advocacy initiatives	93	59	98	100	73	21	61	11
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%	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 / CBOs addressed by duty-bearers at community and/or district level	84	78	66	54	28	20	18	29
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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	N/A	N/A
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Change Area E: National and local legal and policy frameworks promoting and protecting citizens' rights are in place and implemented

# of issues concerning government policy, which directly affects people living in poverty, raised on national platforms	1	6	3	4	2	1	1	1
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Malawi

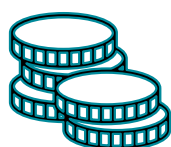
Context Updates

During 2019 and 2020, political instability, rallies and demonstrations disrupted much of the country. In 2019, presidential elections took place, but the result was not accepted by the opposition that made accusations about irregularities and election fraud. After almost a year, the Constitutional Court annulled the presidential elections and a new election took place in mid-2020, which was won by the opposition candidate, Lazarus Chakwera. The disruptions associated with the 2019 and 2020 elections were compounded by the impact of COVID-19 in 2020. Lockdowns, restrictions on travel and social gatherings affected planned community activities, making it difficult to conduct public meetings and carry out FMS related market activities as well as collect data and monitor programme activities.

In 2019, flooding as a result of cyclone Idai destroyed crops and household property in the southern region of Malawi including the ASC catchment areas of Liwonde and Kawinga. In response to the flooding, ADRA Malawi provided relief assistance to 1,800 of the most vulnerable households, including households engaged in the ASC programme. As a result of the flooding and crop destruction, the prices of staple foods greatly increased and negatively affected many households. Income generated from small businesses was spent on food items instead of being invested in the businesses.

The ASC programme was phased out in 2020. The decision to cease the collaboration with ADRA Malawi was, as described earlier, the sad consequence of a challenging process that began in 2019 rooted in disagreements on leadership and management.

Major Achievements for the ASC programme in Malawi during 2018-20



Total budget 2018-2020: 10.8 million DKK
Actual expenditure: 10.9 million DKK



People reached:
283,645

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
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	43,490	N/A	127,000	N/A	110,000
Change Area A: Communities articulate concerns and claim their rights						
# of CBGs / CBOs 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 / CBOs 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	50	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

Overall objective: People living in poverty are empowered to participate and contribute to realise their right to sustainable development

From 2018-20, the ASC programme in Malawi resulted in 280,490 people getting access to improved public services as an outcome of the community-based advocacy processes supported by the programme. Also, the intervention had a strong focus on women's empowerment and women's and girls' rights with one of the results being that women held 52% (171 out of 330) of leadership positions in CBGs and CBOs in 2019 compared to 35% (40 out of 114) in the baseline. Moreover, changes in relation to gender norms included an increased focus on girls' education among communities and traditional leaders, abolishment of child marriages and addressing SGBV cases (ref. Case 1). The livelihoods component, mainly VSLA and FMS related activities, led to community members, particularly women, improving their socio-economic status (ref. Case 1).

Change Area A: Communities articulate concerns and claim their rights

Throughout the period, ADRA Malawi supported and collaborated with around 160 CBGs and CBOs, which included farmers' associations, community radio clubs, youth clubs, HIV/AIDS support groups, REFLECT groups etc. ADRA built the capacity of these formal and informal CBGs and CBOs to have strong, functional, inclusive and gender sensitive organisational structures, enabling them to better identify and voice their concerns on behalf of the groups or the communities. ADRA facilitated constructive community dialogues between rights-holders and

duty-bearers and witnessed progress on advocacy issues pursued by the CBGs and CBOs. The issues raised by the communities included inadequate school blocks for primary school, exclusion from government support schemes, school dropouts, lack of potable water and an inappropriately placed dumping site (ref. Case 1).

ADRA also used its powerful national radio (Zatonse) and TV (Tikuferanji) platforms as tools for awareness-raising and advocacy. For instance, in 2019, 52 Tikuferanji programmes were aired with an average viewer rate of 1.7 million viewers. 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.



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

In relation to improved livelihoods, the VSLAs have been the cornerstone of the ASC programme. The approach was a successful way for VSLA members to accumulate capital to invest in small-scale business, thus promoting economic resilience. 58 VSLAs were mentored in 2019 and 2020 and 83% of the 1,291 members were women. The small-scale businesses established by means of investments from the VSLAs include vegetable selling, fish selling, trading maize/ tobacco, selling second-hand clothes, grocery shop, barber shop, restaurant, butchery and bakery.

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

The ASC programme had different emphasis in different countries, and in the case of Malawi, the main focus was on change area A. The other areas received less funding and for change area C, no specific activities were implemented in terms of training and capacity building of local and national government officials. However, through the activities under change area A, the accountability of local and national duty-bearers was indeed improved, as explained above and in the case study below, and a total of 59 rights related issues raised by CBGs / CBOs were addressed by duty-bearers at community and/or district level during the implementation period.

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

To strengthen the livelihoods component of the ASC programme, the Farmer Market School (FMS) approach was introduced. FMS seeks to make small-scale farmers market literate and through FMS farmers gain knowledge and skills in identifying and exploring relevant value chains, organise to become strong market actors, establish direct relationships with buyers and negotiate better prices and conditions. Due to the FMS training, the number of farmers who had an improved position in negotiating with market actors increased from 263 farmers in 2018 to 2,746 in 2019. In Machinga, 63 pigeon pea producers from Mpapa Cooperative sold to the Agricultural Development and Marketing Corporation and 2,494 members of the Mbonechera Cotton Association got deals with the Malawi Cotton Company, Agri Value Cotton Limited and Fresian Ltd. after they analysed the market and bulked their produce, increasing their sale price by 13%. In Lilongwe, 49 members of the Khamalathu FMS and other nearby irrigation farmers are now selling their crops through Thanthwe Enterprise, as well as the Chipiku and Cross Roads Hotels, providing cucumbers, tomatoes, beetroot, potatoes and green beans, improving the sale price by up to 50% on some items. Despite the limited support offered to the FMS groups during 2020 (the phase-out year), there were clear signs of the sustainability of the approach. Mbonechera Cotton Association achieved another profitable agreement to sell its cotton and Mbawemi Women Organisation established an agreement with E-HAB in Mzuzu to buy soya. The Kadawonda, Kapondero, Nkhonongo and Choma farmer organisations were also selling their products at Shoprite supermarkets resulting in an increased profit for the farmers.

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

The annual reporting recorded five issues concerning government policy raised on national platforms over the 2018-20 period as a result of the ASC programme, while the Outcome Harvesting end-evaluation captured 10 outcomes (seven outcomes on change in legislation / its implementation + three in anti-corruption) in relation to national and local legal and policy frameworks promoting and protecting citizens' rights (ref. Case 1). This is almost 11% of all outcomes which is a bit above expectation as these outcomes reflect structural changes with long-lasting positive effects. This proportion is significant due to the complicated, long-term nature of change processes in relation to legal and policy frameworks.

Major Challenges and Deviations

The tensions and hostility in the political landscape caused problems for a number of the CBGs and CBOs 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, Tikuferanji, was 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.

The previously mentioned challenges in the partnership with ADRA Malawi created significant uncertainty among staff, which negatively affected the implementation of the ASC programme in 2020. However, the OH end-evaluation of the ASC programme undertaken in 2021 captured a wide range of results and indicated that many of these were sustainable even when the programme implementation had ceased (ref. Case 1).

Developments in Key Risk Factors

In 2019 and 2020 the political instability brought on by elections posed a risk, as mentioned above. 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 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.

Lessons Learned and Implications for Future Programming

The lessons learned which are outlined in Case 1 have been taken forward in the programme design of the SPA II, where, for instance, the outcome area focusing on livelihoods is consistently paired with civil society strengthening and advocacy in order to reach maximum effects.

Result Case 1: Action for Social Change in Malawi

Country	Malawi
Period	2016-2020
Grant size	27 million DKK

Context and objective

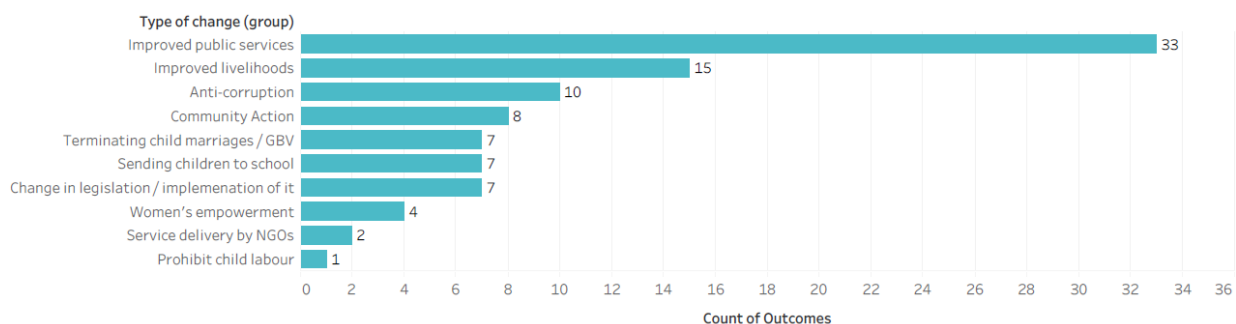
In cooperation with ADRA Denmark, ADRA Malawi implemented the Action for Social Change (ASC) programme, which ended in 2020 after almost 10 years. In 2021, an Outcome Harvesting evaluation was done to capture the results and learning from the programme¹.

The overall objective of the programme was to “empower people living in poverty to participate and contribute to realise their right to sustainable development”. The ASC programme used a bottom-up approach, seeking to support the creation of a vibrant civil society in Malawi, contributing to social, political and economic development processes locally and nationally, reducing poverty through the promotion of sustainable livelihoods, and strengthening participation and rights among poor and marginalized groups. The programme empowered people living in poverty to analyse their situation, identify problems, needs and interests and to advocate for change to improve their lives. It had a particular focus on gender norms since traditional, patriarchal systems in Malawi often limit the space for women to engage in democratic and decision-making processes and also hinders their ability to earn an income and gain economic independence.

Key Results

- 94 outcomes were harvested from the 2016-2020 ASC programme implementation in Malawi. As shown in the figure below, the types of changes achieved by the ASC programme are varied, but the biggest category concerns improved public services (33 outcomes). This category can be subdivided into sectors: health (14), education (12), agriculture (4) and water (2). The second biggest category concerns improvement in livelihoods.

¹ End Evaluation of ADRA’s Action for Social Change Programme in Malawi, Goele Scheers Consultancy, October 2021



- Local organisations such as CBO networks and REFLECT Circles have been key partners when producing advocacy results, and the investment of the ASC programme in strengthening the capacity, power and agency of these community-based partners has been a crucial factor in producing 49 outcomes within the categories ‘improved public services’, ‘anti-corruption’ and ‘change in legislation/the implementation of it’.
- The Outcome Harvesting evaluation documented a change in gender norms as a result of the ASC programme. 21% of outcomes reflect a positive change in social norms and community practices leading towards greater equality between genders. The changes include an increased focus on girls’ education, termination of child marriages and SGBV as well as an increase in women taking leadership. On top of this come a number of outcomes related to VSLAs and economic empowerment of women.

Outline of outcomes and contribution

A total of 94 outcomes were harvested most of which occurred in 2018 and 2019. The trends and patterns in the outcomes show that the ASC programme design was fit for purpose. The programme was designed to strengthen the dialogue and interaction between rights-holders and duty-bearers at the local level in particular. The outcome data confirms that communities were able to use the capacity that was built through the programme to hold their duty-bearers to account. Most harvested outcomes were indeed related to duty-bearers responding to community demands. The communities chose the priorities for their advocacy based on needs that arose in their communities. The outcomes show that the issues they chose to address were mainly related to public services and mostly in the fields of health and education:

- Access to water in terms of drilling additional boreholes (two outcomes)
- Access to health services by posting of additional health staff, improvement of buildings, electrification of health clinics (ten outcomes)
- Better education in terms of additional school buildings and / or more teachers (eight outcomes)
- Improved agricultural input, infrastructure and extension service (three outcomes)

Concrete outcomes include: “Between 2018 and 2020, the District Education Manager appointed three additional teachers to Kapondero primary school addressing the shortage of teachers, in Kapondero area i.e. Mtwaro, Mzimba.”. And “In 2019, the District Health officer made an ambulance available at Kang’oma Health Centre as a result of advocacy conducted by Chiyingira REFLECT circle in Lilongwe district”.

There is also a sub-strand of advocacy results related to anti-corruption. One example is the exposure and removal of a corrupt ADMARC (Agricultural Development and Marketing Corporation) official conniving with the vendors to buy grain from the farmers at low prices and then sell to ADMARC at the government-set minimum prices, cashing in on the difference between the price paid to the farmer and the official price. Another example is the revelation of corruption and misappropriation of funds in the process of constructing a cholera shelter at Ntaja hospital, which led to the shelter finally being constructed with transparency in contracts and implementation. An example at the very local level is the accountability activities related to fraud carried out by the Child Protection Officer in Ntaja who took per diem cash from girls at a workshop carried out by the District Council, and which led to the funds being returned to the girls and the corrupt Child Protection Officer being removed.

A total of nine of the 94 outcomes are categorised as national level outcomes which is almost 10% of all outcomes. For all the national level outcomes, ADRA Malawi has been strongly involved via the media component of the ASC programme (primarily the Zatonse radio and Tikuferanji TV programmes) and has also cooperated with other actors such as Forum for African Women Educationalists (FAWEMA) and Malawi National Girls Education Network (NGEN). Good examples of national level outcomes are that the Parliament of Malawi

passed a law that no child was allowed to be married until the age of 18 and that the Ministry of Agriculture enacted a by-law with punishment for anyone who would buy agricultural produce below the minimum price. These are both issues that were strongly felt in the communities and which the CBOs and CBGs put on the agenda supported Zatonse and Tikuferanji radio and TV programmes.

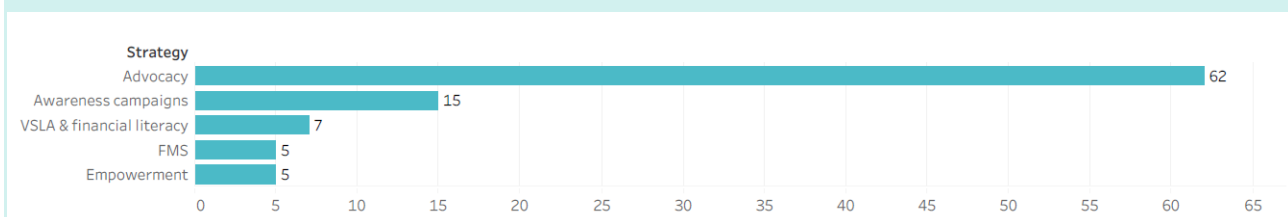
Another type of duty-bearers are the traditional leaders who mainly consist of chiefs / headmen and traditional counsellors. The last category is part of the traditional system in Malawi and can be both men and women who advise on customs and cultural norms and have been involved in the ASC project as change agents in relation to child marriage and education norms. For instance, the traditional leaders have started enforcing by-laws imposing fines on parents who do not enrol their children of school-age in school, which has resulted in more children attending school. Also, as an example, traditional leaders have been terminating child marriages and started referring gender-based violence cases to the legal system instead of a 'light' handling in the traditional system. Thus, traditional leaders have changed their ways of reacting and thereby changed social norms in the communities targeted by the ASC programme.

When categorising the outcomes in terms of their relation to gender norms, 20 (21%) of the 94 outcomes harvested reflected a positive change to gender equality and social norms that were negatively affecting the opportunities and livelihoods of women. These changes included:

- Terminating child marriages / child labour / sexual harassment / GBV (8 outcomes)
- Women's empowerment and women taking up leadership positions in the community-based groups (4 outcomes)
- Sending children, especially girls, to school (7 outcomes)

On top of this comes seven outcomes related to VSLAs which influence gender relations since around 80% of VSLA members are women (one of these outcomes are also categorised under changed gender norms).

In relation to the promotion of sustainable livelihoods, the outcomes harvested indicate that VSLAs and FMS have been important for improving the socio-economic status of community members. A total of 12 outcomes out of 94 are in the livelihoods area which is around 12%. For instance, an outcome of the VSLA activities is: "In 2019, community members established 34 enterprises in Machinga (11), Mzuzu (9) and Lilongwe (14) districts e.g. trading maize/ tobacco, selling second-hand clothes / cooking oil / soft drinks, barber shop, restaurant, butchery, bakery."



Compared to the Advocacy, Awareness Campaigns and Empowerment strategies, which are the strategies behind 88% of outcomes, this may seem low. However, the funding for the livelihood component was also much less. Moreover, some of the livelihood related outcomes are not categorised under the livelihoods related strategies but rather as outcomes of advocacy interventions e.g. the District Agricultural Office posting a new Agriculture Extension Development Officer (AEDO) in Luhomero, Mzimba District. The overlap of programme elements and linkages between livelihoods and advocacy strategies shows that over time, the ASC programme developed into a holistic programme that covered various aspects of vulnerable people's lives. This is an important learning point to bring in the role of advocacy interventions when designing programmes aiming at improving vulnerable people's livelihoods.

Regarding sustainability, eight outcomes manifested after the end of the programme, which is a good indication that the capacities developed by CBOs and CBGs are still being used without the support of ADRA Malawi and that the programme not only gave them the knowledge, but also the confidence to hold their duty-bearers to account. For instance, "In 2021, chiefs in Tsabango, Lilongwe are referring abuse cases (gender-based violence) to higher authorities for review and judgement". Another 23 outcomes reflect social changes that are still ongoing after the ending of the project or that led to significant and permanent social change across the different types of changes indicating that sustainable outcomes were achieved across the programme.

Lessons Learned

Collaborate with other organisations: ADRA could build stronger connections with other organisations in areas in which ADRA has less expertise or funding. This could for example be the case for the livelihood component, the media work and some of the policy issues taken up by the communities.

Advocacy interventions are important for improving livelihoods: The outcomes harvested on improved livelihoods are not only associated with the strategies of FMS and VSLAs. It turned out that also advocacy interventions were producing improved livelihoods for people living in poverty. Thus, it is important to bring in the role of advocacy when designing programmes aiming at improving vulnerable people's livelihoods.

Guide on alternative ways to achieve the results: In a few cases, the community-led process to achieve results was very long. Field facilitators could guide the CBOs and CBGs more in finding alternative ways, without pushing them into a certain direction.

Uganda

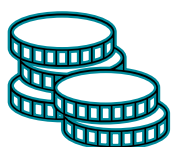
Context Updates

From 2020-2022, Uganda was, like almost all other countries, affected by the outbreak of COVID-19 and in March 2020 the Government of Uganda initiated the first lockdown of the country and instituted restrictions to prevent the spread of the virus. Consequently, public gatherings were banned, and public markets, public transport, schools and tertiary education institutions were closed. Uganda experienced the world's longest school closure due to COVID-19 which greatly affected ASC activities involving school clubs, PTAs etc. As mentioned in the 2020 results report, restrictions on movements and gatherings negatively impacted food security, including the decline in business activity, labour demand, and domestic demand for agricultural products. The restrictions also had a serious impact on ADRA's programmes at national, regional, and field level. ASC activities such as trainings, community dialogues and engaging with stakeholders, as well as VSLA meetings, etc. were brought to a halt from March until July 2020 and again during the total lockdown for two months during 2021. ADRA Uganda tried to mitigate the negative effects by reallocating part of the ASC budget to respond to the socio-economic impact of COVID-19, as detailed in the 2020 results report.

2020 was also characterised by the national political campaigns for the presidential election including 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. This 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 and CBOs in the ways possible.

The year 2021 saw a deterioration of the security situation in Karamoja (the ASC programme area), which was characterized by organised livestock raids, killings and armed road robberies. This consequently led to the launch of military forceful disarmament in Karamoja by the Government of Uganda.

Major Achievements of the ASC Programme in Uganda



Total budget 2018-2021: 18.5 million DDK
Actual expenditure: 17.5 million DDK



People reached:
116,457

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

	2018 Target	2018 Result	2019 Target	2019 Result	2020 Target	2020 Result	2021 Target	2021 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	N/A	28,096	N/A	15,080	N/A	32,200	N/A	41,081
Change Area A: Communities articulate concerns and claim their rights								
# of CBGs / CBOs actively involved in advocacy initiatives	61	36	61	44	61	13	61	11
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%	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 / CBOs addressed by duty-bearers at community and/or district level	91	55	26	18	18	12	18	29
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	1	1

Overall objective: People living in poverty are empowered to participate and contribute to realise their right to sustainable development

From 2018 to 2021, ADRA played a facilitating, coaching and mentoring role for mature and active CBOs in Karamoja to fulfil their mandates as civil society actors, create awareness, engage duty-bearers and mobilize their local communities to advocate for improved services. As result, a total of 116,457 rights-holders experienced better access to public services within the ASC catchment area during the period. Also, as a result of the women's empowerment activities, women held 27% (140 out of 595) of leadership positions in CBOs supported through ASC in 2020 compared to 23 % in 2019. 32% of the women reported to have influence on household decision-making compared to 22% in 2019.

Change Area A: Communities articulate concerns and claim their rights

ADRA supported grassroots advocacy platforms such as radio programmes and community dialogues as well as provided trainings and mentorship in advocacy skills. As a result, during 2018 and 2019 the number of CBOs actively engaged in advocacy increased from 36 in 2018 to 44 in 2019. However, the COVID-19 lock-down and other restrictions as well as limitations placed on public gatherings in the lead up to the elections in 2020 and 2021 negatively impacted CBOs' ability to mobilize rights-holders and duty-bearers to come together and discuss issues of concern. Consequently, the number of CBOs actively engaged in advocacy steadily decreased from 44 in 2019 to 13 in 2020 and 11 CBOs in 2021. To mitigate these obstacles to the advocacy activities ADRA increasingly supported the use of media platforms for rights-holders to bring out issues of concern as described below.

Key advocacy issues identified and addressed include gender-based violence, teenage pregnancies, poor access to public services and land ownership. As a result of the advocacy work carried out by Elocokinos CBO since 2019, the local health centre received four new midwives in 2021. Previously, there was only one midwife, and the health officer in charge had misappropriated drugs from the health centre and absconded from duty, thus forcing expectant mothers to travel more than 16 km for maternal health services. Other examples of improved public services include opening of access roads by the district works department, construction of bridges, rehabilitation and drilling of boreholes by the district water department, employment of security guards, construction of school facilities including latrines, kitchen, fencing, solar lights, dormitories and classrooms as well as provision of maternity equipment and medical staff to health clinics.

In relation to SGBV, the local communities' confidence in reporting rights abuse cases to the police has improved as result of ADRA's support. Bribery allegations against law enforcement authorities in handling cases of defilement and SGBV have been discouraging SGBV survivors from reporting and seeking justice. The issue was raised several times during community meetings organised by ADRA between citizens, village chairpersons, district civil and political leadership, and local police. ADRA also facilitated broadcasting of radio spot messages on SGBV and created linkages and referrals to the Uganda Association of Women Lawyers (FIDA). As a result, community members are now reporting that the police have improved their handling of cases. For example, in 2021 the police cooperated with the local community in pursuing the perpetrator of a forced marriage case and bringing him to justice. Earlier, this kind of case where the perpetrator is a wealthy and prominent man would have been bribed off and never brought to justice.

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



VSLAs have been a key strategy in the project, keeping people to come together to save and access loans and engage in income generating activities, while creating opportunities to discuss other issues of interest, including rights and protection concerns. During COVID-19, the number of VSLAs routinely saving and loaning decreased from 51 in 2019 to 37 in 2020 due to the negative economic implications of the pandemic. The VSLA groups stabilized again in the second part of 2021 with the easing of lockdown together with small grants provided by ADRA to boost/reactivate VSLA groups' savings portfolio, targeting VSLAs which had demonstrated strong leadership and governance. As a result, the number of VSLAs routinely saving and loaning increased to 53 during 2021 and thus exceeded the pre-COVID-19 level. The number of CBG members engaged in income generating activities also increased from 24% in 2020 to 56% (1067 out of 1908 members) in 2021 as the lifting of the quarantine imposed by government on the sale and consumption of livestock products provided room for the beneficiaries to engage in livestock trade.

The VSLA approach, while initially a platform for improving levels of resilience for the members and their families, also had other important derived effects as

documented in the 2019 review of ASC Uganda. The group structure combined with the ability to jointly generate financial resources and the awareness that comes with the training provided by ADRA, lifts the groups to a different level, where they are able to get involved in and influence broader problems and development issues in their communities. Many developed an ability to carry out awareness campaigns on a number of issues that they and ADRA together have found important. More importantly, several groups built an ability to mobilise and lobby for improved public services as described under Change areas A and C.

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

ADRA continued to support local duty-bearers to understand their role and responsibility, to be able to respond to advocacy issues raised and to advocate on behalf of their constituencies. This work targeted elected members of local government and administrative and technical staff in local government structures. For example, after the local and national elections held in Uganda in January 2021, ADRA played an important role in training newly

elected local leaders on their roles and responsibilities. A total of 18 Subcounty Councils, 34 Parish Development Committees and 12 Area Land Committees were trained and supported to execute their mandates. As a result, the number of public management structures assessed to be operating professionally increased from 26.9% (47 out of 175) as assessed in the first quarter to 36.6% by the end of the year 2021.

The capacity building enabled councillors from the sub-counties to hold consultative community meetings to inform about the budgeting process of the Financial Year 2019/2020 and 2022/2023. As a result, prioritized issues identified by communities were included in subcounty plans for 2022/2023. Overall, a total of 114 rights related issues raised by CBGs / CBOs supported by ADRA were addressed by duty-bearers at subcounty and district level from 2018-2021 as exemplified under Change Area A.

Furthermore, ADRA engaged traditional and religious leaders at local and national level to promote human rights and to change harmful traditional norms and practices. For instance, meetings and campaigns were done together with faith-based institutions including the Uganda Muslim Supreme Council, the Roman Catholic Church, the Pentecostal Assembly, and the Seventh-Day Adventist Church to work against negative cultural norms that prevent especially children and women from enjoying their rights. For instance, Kotido Muslim District has since 2019 been instrumental in sensitizing local community members and building the capacity of village women activists to manage cases of violence against women and girls and to understand the referral pathways. The training took place in partnership with Uganda Human Rights Commission and the Uganda Police Child and Family Protection Unit (CFPU).

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

ADRA worked systematically to facilitate that selected issues of concern, which require interventions from the central government administration in relation to e.g. land rights or education, were raised on a national level. ADRA's strategy to influence issues at national level had been to partner with local CSOs with policy advocacy experience in the areas of land rights & governance and education. In 2020, ADRA partnered with Karamoja Development Forum, a CSO specialised in land rights, media communication and advocacy, and was able to engage government officials from the Ministry of Lands, Housing and Urban Development in a dialogue about the need to review the Mining Act 2003 to cater for fair and equitable distribution of royalties and other benefits to communities settled in mining areas.

Moreover, 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, SGVB, 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 both national and local level. Pastoral Letters are a powerful tool to instruct, admonish and direct congregations and communities for behavioural change.

Major Challenges and Deviations

The outbreak of COVID-19 and the subsequent restrictions were the main challenges to the implementation of the ASC programme in Uganda in 2020 and 2021. This was particularly a problem for the work of the CBGs / CBOs 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 general elections in the country compounded this challenge, limiting the opportunity for citizens to advocate for and claim their right to basic services, as this was perceived by the authorities to discredit the current government (see below).

Developments in Key Risk Factors

From a programme perspective ADRA Uganda experienced censorship during 2020 and 2021 as 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. For example, radio talk shows addressing gaps in basic service provision within health and land ownership were censored. ADRA was 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 the 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 these risks, ADRA continued pursuing its programme strategy of involving community based organisations as ADRA's implementing partners, as they do not need clearance from the Ministry of Internal Affairs. This risk of being restricted in raising advocacy issues is furthermore mitigated by using non-confrontational advocacy with a participatory approach involving stakeholders at all levels, including duty-bearers.

The security situation in the Karamoja region deteriorated during 2021 and limited the mobility of ASC programme staff in certain implementing areas thus limiting the support given to CBGs. Two VSLA groups were robbed by unknown armed warriors which negatively affected the loan repayment and investment plans of the VSLAs members. To prevent this from happening to other VSLA groups, ADRA supported and encouraged other groups to open accounts in the local banks instead of keeping the money in saving boxes. Moreover, ADRA has supported elders' councils and women's groups to hold peace dialogue meetings with warriors from the Dodoth, Jie, Turkana and Toposa tribes and will continue to engage in peace building interventions.

Lessons Learned and Implications for Future Programming

It was learned during the implementation of the livelihoods component that there is an increased need for capacity building of the local communities in environmental protection, disaster risk reduction and post-harvest handling to enable them to cope with changing weather patterns due to climate change. Thus, components on Climate Smart Agriculture and Community Managed Disaster Risk Reduction (CMDRR) have been included in the ToC for the next SPA period. It was also learned that it is beneficial to partner with other local CSOs specialized in specific programme components like protection, women's rights and legal assistance.

Burundi

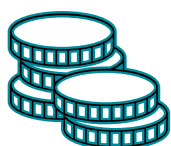
The ASC programme in Cibitoke Province that began in 2013 in partnership with ADRA Burundi continued into the first two years of the SPA period. However, due to challenges with our partnership with ADRA Burundi (as mentioned in section on 'Organisational and Strategic Developments'), the programme was phased out by the end of 2019.

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

² Final Evaluation of Action for Social Change Program and RIPAT Project, Salomon Ndayikengurukiye, December 2019, p.7

evaluation team also noted that the hasty closure of the programme had the potential to derail some of these achievements.

Major Achievements of the ASC Programme in Burundi



Total budget 2018-2019: 7 million DDK
Actual expenditure: 7.3 million DDK



People reached: 9,944

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

	2018 Target	2018 Result	2019 Target	2019 Result
Overall Objective: People living in poverty are empowered to participate and contribute to realise their right to sustainable development				
# of rights-holders who report better access to public services	N/A	5,000	N/A	4,944
Change Area A: Communities articulate concerns and claim their rights				
# of CBGs / CBOs actively involved in advocacy initiatives	24	15	24	39
Change Area B: Community members utilise knowledge, skills and structures to pursue livelihood opportunities				
% of household expenditure used for food	45%	45%	40%	31%
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 / CBOs addressed by duty-bearers at community and/or district level	2	4	2	19

Overall objective: People living in poverty are empowered to participate and contribute to realise their right to sustainable development

Over the 2018-19 period, around 10,000 people achieved better access to public services as a result of the programme. Claiming rights was a new phenomenon in Burundi and therefore ADRA put a lot of effort into working with CBGs to raise community members' awareness of their basic rights and their ability to enact change. At the same time, faced with high incidences of poverty and malnourishment in Burundi, improving farm production was a key focus in the programme, which was mainly using the RIPAT approach to agricultural production and nutrition. Over the two years, the programme engaged 390 CBGs including 210 farmer's groups, 21 youth groups and 169 VSLAs (with some overlap). ADRA built their organisational and technical capacities in addition to supporting them to engage in a dialogue with local and provincial leaders on community concerns.

Change Area A: Communities articulate concerns and claim their rights

Throughout the period, the ASC programme worked with members of 390 CBGs, who identified and prioritised community issues important to them and planned way to address them through activities such as community dialogues, radio programmes, cooking demonstrations, health education sessions, VSLA meetings, and direct meetings with duty-bearers. Around 54 CBGs conducted advocacy towards government authorities leading to actors such as Commune Water Authorities, school authorities and Members of Parliament being influenced.

The impact of holding such duty-bearers to account was improved access to public services. One example of this was the cancellation of primary school fees, which were unlawfully charged in some schools at Nyarwumba Hill, giving more children access to schools in these communities. Other examples include five water posts being rehabilitated in Mugorore II, Muhunzu and Bihaha in rural Gasenyi, where there had not been access to clean water for three years, as well as 720 latrines being constructed. Also, the Health Department was held accountable by CBGs and addressed the issue of insufficient outreach information programmes on family planning and insufficient stock of family planning measures.

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

During 2018 and 2019, ADRA tested the RIPAT approach in Burundi as a way to improve agricultural production and nutrition. Through practical and theoretical trainings conducted on a common field, groups of farmers were introduced to a variety of crops and agricultural technologies with the potential to improve their agricultural production. Each farmer chose which crops and methods he/she wished to adopt on his/her farm. As a result of the RIPAT initiatives, 2,886 farmers applied at least three of the following farming techniques: sowing in rows and fertiliser use, composting instead of burning grass, crop rotation, planting of agro-forestry trees, and plotting contour lines as erosion control structures on their own farmland. Additionally, the trained farmers cascaded these methods to 1,914 neighbouring households, so that they also adopted those techniques on their own farms. Moreover, farmers learned to measure production costs to see if they have gained a profit or loss based on their production activities. One of the effects of these improvements to livelihood and agricultural production was that the percentage of household expenditure used for food was gradually decreasing. Household expenditure on food decreased in 2019, falling to 31% from 45% in 2018. This has been a continual trend since the introduction of the ASC programme to Cibitoke, where household expenditure used for food was 74% in 2013, at the inception of the ASC programme.

Additionally, VSLAs were established and worked as effective agencies for empowerment among community members, and women in particular. In 2019, ADRA mentored 169 VSLAs, and an additional 100 VSLAs began as offshoots because of the evident advantages of being involved in a VSLA.

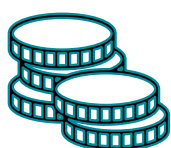
Change Area C: Local and national duty-bearers have the capacity, resources and willingness to respond to needs and claims raised by citizens

As part of the programme implementation, ADRA built the capacities of local leaders and government officers including communal leaders, zone leaders, hill leaders, executives from the Communal Water Department, the communal agronomists, the hill agricultural extension officers, religious leaders and health staff. As a result, the dialogue with rights-holders improved and in 2019, 102 authorities shared their action plans with the communities. Furthermore, the social accountability process led to improvements in public services as exemplified under Change Area A.

Major Challenges, Deviations and Risks

As mentioned, the risk of a conflict within the Burundian Adventist church spilling over into ADRA Burundi was unfortunately realised and resulted in the organisation losing its membership of the ADRA network and all associated funding. This turned out to be the greatest risk and deviation for the programme and the organisation. Burundi is still among the poorest countries in the world, and most people struggle to meet their basic needs, while restrictions on advocacy and civic engagement are ever present challenges. It is a real loss for the involved communities and ADRA Denmark to not be able to build on the positive changes achieved through the past programme implementation.

Resilience in the Horn of Africa



Total budget 2018-2021: 28.6 million DKK
Actual expenditure: 26.2 million DKK



People Reached:
68,800

In the RiHA programme, ADRA utilised a community-based approach, empowering informal civil society while at the same time addressing livelihood issues. The overall objective of the RiHA programme was *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 comprised 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 was also supported with funding from the European Union.

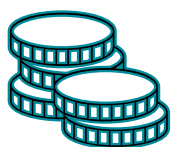
The approaches used in the RiHA programme built on earlier programmes in Sudan, where e.g. Community Action Planning (CAP) and VSLAs had proven to be powerful participatory methodologies, allowing community members to develop their own priorities and empowering them without being perceived as too 'dangerous' by the authorities. These capacity building processes focused on increasing the diversity of livelihoods, supporting climate change adaptation and enhancing choices available to community members.

The indicators below follow the revised Results Frame for the RiHA programme forwarded to Danida for approval in November 2020 as a follow-up to the annual consultations held in October 2020. The table below summarises the results of the total RiHA programme while the subsequent sections disaggregate results for each of the three projects namely TMP (Sudan), SCEED (Sudan) and RiHA Ethiopia.

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

	2019 Target	2019 Result	2020 Target	2020 Result	2021 Target	2021 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)	12,335	10,378	21,615	44,786	9,654	12,317
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	14	16	10	16	18	16
# of people who benefit from CAP projects	N/A	N/A	9,000	17,497	6,000	5,397
% community contribution to CAP projects	5%	47%	50%	43%	50%	52%
# of individuals with improved access to water	10,750	8,000	10,750	12,500	0	1,630
Change Area B: Financial resources are well managed for resilience building						
# of VSLAs functional groups established	79	63	82	206	33	53
# of VSLA members	775	793	850	3,851	675	1,455
# of VSLA members taking loans	N/A	N/A	N/A	868	600	1,614
Change Area C: Communities benefit from climatic adaption techniques and improved production methods						
# of farmers and ToT farmers trained in FFS / PFS / FMS	2,285	940	2,540	10,778	2,750	3,815
# of goat groups established	10	23	15	16	12	2
# of women trained and engaged in goat rearing	200	460	150	160	220	20
Change Area D: Development and humanitarian entities practice a joint strategy of long-term resilience building in fragile areas to increase impact and sustainability						
# of collaborations with other stakeholders	3	38	3	7	6	13

Sudan



Total budget 2018-2021: 17.7 million DKK
Actual expenditure: 14.9 million DKK



People reached: 56,221

Context Update

During the reporting period, Sudan experienced a great deal of political turbulence. Following months of civil protest, President Omar Al Bashir was removed from power on 11 April 2019, and a Transitional Military Council (TMC) was established. After months of negotiations on the formation of a transitional government, Abdalla Hamdok was appointed Prime Minister in August 2019. The transitional government was functional until dissolved by the military in October 2021. Following the coup d'état, prominent members of the ruling Sovereign Council were detained, and a state of emergency declared. Protests and demonstrations are still ongoing which close down especially Khartoum on and off. In Darfur, internal conflicts are still fermenting and regularly break out in violence (cf. the section on risks).

In 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 due to the restrictions on movement. Similarly, the farmers' access to their fields at the onset of the agricultural season in June 2020 was delayed.

The political turbulence, insecurity and COVID-19 led to a worsening of the economy and depreciation of the Sudanese pound causing project costs to rise and also affecting the target group negatively.

Major Achievements of the TMP project in Sudan

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

	2018 Result	2019 Target*	2019 Result	2020 Target*	2020 Result	2021 Target*	2021 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)	1,420	10,900	9,205	14,575	24,730	1,450	3,461
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	-	10,750	8,000	10,750	12,500	0	1,630
Change Area B: Financial resources are well managed for resilience building							
# of VSLAs functional groups established	32	63	40	63	178	-	-
# of VSLA members	1,080	375	240	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	505	1,250	9,112	1,250	1,831
# of goat groups established	17	10	23	10	0	10	-
# of women trained and engaged in goat rearing	340	200	460	200	0	200	-
Change Area D: Development and humanitarian entities practice a joint strategy of long-term resilience building in fragile areas to increase impact and sustainability							
# of collaborations with other stakeholders	-	-	19	-	2	-	5

* TMP was a 4-year project with a budget of 4,018,325 Euro (3 million from EU and 1,02 million from Danida) with the timeframe being August 2017 - July 2021 and a bridge fund until the end of 2021. The project targets were set for the 4-year period and have thus, in most cases, been distributed equally over the 4 years.

** 2021 was a phase-out period for TMP, with the original project being finalised by end of July and an extension during August-December and thus the target and results figures were lower in 2021 than the previous years.

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

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. The TMP intervention improved access and availability of water for humans, agriculture and livestock for 79.5% of the targeted households through construction of two water plants and distribution systems in Al Makhalf (Al Jebelain district) and Wad Abkaraya (Al Salaam district) as well as rehabilitation of one water source system in Al Quek (Al Salaam district). From the 79.5% water coverage, 69.5% of the population access safe drinking water from the tap stands that are connected to the water system established by the TMP intervention. The target has been reached by 150% by construction/rehabilitation of three water plants instead of two. The need was very high in Quek, and the population was at the verge of migrating from the area. 28,954 persons benefited from the water intervention, i.e. 7,375 men, 12,970 women, 3,986 boys, and 4,623 girls. The water systems were established in cooperation with the government Drinking Water Corporation and water committees comprising community members.

Moreover, as a result of the water systems, the walking distance from dwellings to the source of drinking water was significantly reduced, and thus the burden of unpaid domestic work for women and girls as well as the risk of SGBV was reduced. The water intervention is a part of our nexus programming and has significantly contributed to resilience in the White Nile State as it helped in enhancing the settlement and stabilization of returnees and IDPs as well as stabilizing the livelihood and economic life of the host communities.

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

During the project period, 250 VSLA groups were formed with 4,438 members of which 632 were males and 3,806 females. Thus, women make up 86% of the VSLA members and VSLAs allow women to actively participate in and contribute to the local economy. This is significant, as the women in these communities are traditionally not allowed to conduct any transactions without the approval of their husbands. Through VSLAs, women now participate in income-generating activities that were usually limited to men.

Overall, the VSLAs contributed to better resilience among beneficiaries as they provided a positive coping mechanism for farmers in periods of need or emergency so that they did not resort to negative coping strategies such as selling of productive assets.

Moreover, the establishment of 40 cooperatives contributed to promoting the cooperative spirit between community members and enhanced social cohesion. In addition, uniting the VSLA groups into agriculture cooperatives has enabled the pooling of resources so that they have become eligible for local bank loans. This has promoted the farmers' ability to pursue small businesses and fulfil livelihood needs.

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

5,273 (1,332 men and 3,941 women) farmers were trained in the FFS approach, and 159 FFS groups were established in 52 villages in Al Jebelain and Al Salaam districts. Around 89% of smallholder farmers are now aware of improved productive methods and sustainable agricultural practices and have adopted these in practice. In a recent survey, it was found that when FFS is applied, the yield is most likely to increase, so the productivity was improved through FFS compared to traditional systems. The increase in productivity can be attributed to using improved seeds that are more adaptable to local climate and climate changes, use of environment friendly agricultural practices, fertilizers, crop protection and pest control methods that boost the crop yield. In relation

to the goat groups, the impact of this intervention is that the target households increased their asset holdings which helped their income and savings. The goats also provided a regular source of milk that contributed to food and nutrition of household members especially for the children and the elderly.

During the period, the project trained 6,175 (1,364 men and 4,811 women) farmers on the FMS approach. In the process, 372 FMS groups were established with number per group ranging from 15 to 30 members coming from 52 villages in the Al Jebelain and Al Salaam districts. The FMS approach empowered the farmers, especially the female farmers, who are now more confident in dealing with the market actors in their villages or in big markets. Farmers are now more skilled in how to negotiate properly with the buyers e.g. in terms of measuring units and pricing the produce. Also, they are now able to monitor the market to see which crops are on demand in order to produce it in the future.

Moreover, a forum was formed for farmers to engage with the main agricultural actors and stakeholders in the value-chains for the main stable grains in Sudan i.e. sorghum, wheat and sesame. A total of 490 farmers and stakeholders participated in the value chain forums. The impact of this intervention is that farmers gained access to better and timely information about the market dynamics and demands and established linkages with private sector actors that led to new and better contracts. Also, the buyers of the produce had a chance to work closer with the producers and positively influence and improve their practices, which subsequently increased quality, price, and production volumes. 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.



[Change Area D: Development and humanitarian entities practice a joint strategy of long-term resilience building in fragile areas to increase impact and sustainability](#)

The main collaboration was with the Humanitarian Assistance Commission (HAC), which is the main stakeholder in the country regarding humanitarian engagement in Sudan. The support from the Ministry of Agriculture was instrumental, as it resourced the project with 20 agriculture extensionists in White Nile State. These extensionists were key players in rolling out the farmer training especially on FFS and FMS and the Value Chain forum facilitation. The Ministry of Water, Energy and Sanitation (WES) had a technical role in the identification, design and planning of the water site construction and training of the technicians, especially from the local communities. WES facilitated the alignment of the water plant construction with the government plans on the

development of drinking water distribution e.g. pipes had to be laid down for 36 villages going through government and private land, which was only possible with the support of WES. The Ministry of Cooperatives trained cooperative members in the laws regulating cooperatives and advised on the registration of the farmer cooperatives. On top of this comes relations and cooperation local authorities at district level.

Major Achievements of the SCEED project in Sudan

Select Indicators for the SAHEWA / SCEED project in the RiHA Programme, Summary Results Framework

	2019 Target	2019 Result	2020 Target	2020 Result	2021 Target	2021 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)	785	835	11,050	11,047	4,400	5,523
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	14	2	6	12	10
# of people who benefit from CAP projects	-	-	10,000	9,920	3,000	3,446
% community contribution to CAP projects	5%	64%	50%	48%	50%	63%
Change Area B: Financial resources are well managed for resilience building						
# of VSLAs functional groups established	14	16	10	13	30	36
# of VSLA members	350	400	250	321	600	1106
# of VSLA members taking loans	-	-	125	162	600	1335
Change Area C: Communities benefit from climatic adaption techniques and improved production methods						
# of farmers and ToT farmers trained in FFS / PFS / FMS	435	435	800	806	800	971
Change Area D: Development and humanitarian entities practice a joint strategy of long-term resilience building in fragile areas to increase impact and sustainability						
# of collaborations with other stakeholders	Min. 1	15	Min. 1	3	Min. 1	3

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 implementation of the Community Action Planning (CAP) approach has resulted in positive transformation of the target group who used to depend on handouts but now prioritise and implement their own community development projects. The 30 CAP projects implemented during the period resulted in a number of initiatives in the communities, for instance the construction of five community centres addressed a need for meeting space for youth, women, and community leaders. Furthermore, through CAP, the rehabilitation and upscaling of water points made potable water available in the villages of Sisi, Umkalol, Kurti, Hashaba and Bejbej, which contributed to reducing the risks of waterborne diseases as well as the risks for women related to fetching water from distant sources.

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

During the period, VSLA group members, which are mostly women (around 90%), 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. It 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 increased gender equality.

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

Altogether 44 FFS and 49 FMS groups were established and trained. This led to improved practices starting from the selection of suitable crops based on market demand, land preparation (cleaning, ploughing), using compost

fertilizer and performing environmental analysis in which farmers measure plant growth and observe pests. Establishing demonstration farms enabled farmers to apply the new farming techniques, compare different types of traditional seeds with improved seeds in terms of yield, resistance to pests and drought resistance. To address climate change, farmers took action such as: Moving to higher ground to avoid flooding; adoption of improved seeds; planting new crops that will flourish under new climate conditions; and ploughing lands in a way that hinders quick water run-off from the farms. Additionally, the project distributed 8000 seedlings of fruit and shade trees to be planted around community centres as well as within dwellings to mitigate the consequences of climate change. 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.

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

ADRA built strong relationship with government entities such as the Ministry of Agriculture (MoA), the Humanitarian Assistance Commission (HAC) and the Ministry of Social Welfare. For instance, MoA and the Agricultural Research Centre have been part of the trainings, delivering valuable information to farmers. Additionally, MoA deployed staff to assist the project technically and distribute improved seeds to women's groups. Moreover, a relation with FAO was established which led to farmers receiving improved seeds.

Major Challenges and Deviations

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.

Changes to Risk Assessment

The COVID-19 pandemic was a 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 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 in West Darfur is a risk that was realised in late 2020 flowing into 2021, as violent clashes between Arab and Masalit tribes erupted and IDP camps were attacked by armed Arab groups. This left more than 100,000 persons displaced while others crossed the border to Chad. Throughout 2021 this violent conflict continued with people being killed, injured and displaced as well as livestock, including camels, horses, donkeys, and small ruminants being looted from both sides of the conflict. The project mitigated this risk by utilising village agents - those community members who have been trained as trainers in CAP, FFS, FMS and VSLA approaches - who kept the project activities going when movement was restricted due to violent conflict.

Lessons Learned and Implications for Future Programming

The intervention in Darfur had a nexus approach embracing both humanitarian and development aspects with peace also being a factor, since the project has been implemented in a conflict / post-conflict setting. The community-based approaches used bring together different groups in the communities and are thus playing an important role in overcoming hostilities. For instance, different ethnic groups were brought together in CAP meetings, which facilitated a dialogue between the various groups and in turn contributed to peaceful co-existence. The HDP nexus approach will continue in the new SPA-funded project.

During the project implementation, communities became more aware of their rights to services and natural resources, and communities are increasingly approaching local government offices to demand for public services. For instance, some of the farmer groups in Darfur raised the lack of methods and skills within mechanisation and post-harvest processing with representatives of MoA (Institute for Food Research) and succeeded in getting technical support from MoA on harvesting and processing of groundnuts. Such experiences of holding duty-bearers to account have been brought forward in the project design for the next SPA period.

For further lessons learned, see case 2 below.

Result Case 2: Climate Change Adaptation and Livelihood Improvement through FFS and FMS in Sudan

Country	Sudan
Period	2018 - 2021
Grant size	15.9 mio DKK for the Sudan intervention. However, a significant part of this amount was spent on CAP and water systems which are not directly related to the case below.

Context and objective

In March 2022, an evaluation was carried out with the main objective to assess the effectiveness of the FFS and FMS approaches in improving the income and livelihoods of the target group in Sudan³. The 2018-21 programming aimed at increasing income and strengthening the livelihoods and resilience of small-scale farmers including adapting to the effects of climatic and other contextual changes in White Nile and West Darfur States. These two regions have many similarities in terms of cultural, climatic and livelihoods conditions and are plagued by conflict, instability and a harsh, rapidly changing environment affected by climate change.

Since 2018, FFS and FMS have been key components of the programme. FFS is an approach, which has been practiced in Sudan since 1995. FMS is a relatively new approach, developed by ADRA from initial pilot projects in Malawi and Zimbabwe in 2016-18 (ref. section on innovation). The FFS and FMS approaches are implemented side by side based on the logic that while FFS is focusing on improved production and productivity of smallholder farmers, FMS focuses on making the smallholder farmers market literate and market ready. In other words – with FMS the farmers learn to analyse the market, and with FFS they learn how to grow the crops that they have seen there is a market for. Village Savings and Loan Associations (VSLAs) are usually part of the package as a means to support rural communities, address livelihood shocks and strengthen financial and social capital.

Key Results

- A total of 6,750 farmers were trained on FFS out of which 4,916 i.e. 73% were women, and a total of 220 FFS groups were established. In White Nile State, Extension Officers from the Ministry of Agriculture played a key role in this and ADRA built the capacity of 83 government Extension Officers. In West Darfur, Village Agents (community-based farmer facilitators) were the key facilitators who established and trained FFS groups with support from government extension officers on specific subjects when needed.
- A total of 7,752 farmers were trained in FMS out of which 5,685 i.e. 73% were women, and a total of 262 FMS groups were established. The key to this success was the introduction of Village Agents who were trained as trainers and cascaded the training and mentoring to fellow farmers.

³ Evaluation of FFS and FMS Approaches in ADRA Projects in Sudan, Christian Sørensen and Jonathan Zimuto, 2022

- The evaluation demonstrated very clear livelihood improvements for members of FFS and FMS. An increase in agricultural productivity was seen as a result of the FFS training. Members of FMS groups experienced a clear improvement of market knowledge and ability to develop market strategies, which is the foundation for higher sales and income.
- The majority of the FFS and FMS group members are women, leading to increased decision-making power among women within their households and more personal confidence. Moreover, as women increased their financial contribution to the households, both women and men reported increased respect for the role that women play within the families.
- Through the FFS training, farmers are now to a certain extent capable of adapting to climate change by using climate smart traditional methods and introducing new production techniques.

Outline of outcomes and contribution

As a result of the FFS roll-out, 47% of the end-evaluation respondents in White Nile and 63% in West Darfur were reporting 'good' or 'very good' knowledge of new farming technologies and methods compared to 7% in White Nile and 10% in West Darfur in 2019. In Sudan, extraction of production data from farmers is generally challenging because of their reluctance to tell their exact production and income. With that in mind it was still pursued, and it proved a sizable increase in productivity of the sorghum crop (a single crop was selected to be able to compare) from 2019 to 2022.

One of the main aims of the FMS approach is to increase farmers' understanding of how the market functions in order to benefit and increase their income and saving from value addition and sale of their crops. Therefore, through the FMS training ADRA enabled and urged farmers to collect market information on their own. The evaluation demonstrated a change from 62% and 81% of farmers in White Nile and West Darfur respectively reporting 'almost nothing' / 'a little bit of knowledge' on the market in 2019 to 68% of respondents in White Nile and 75% of farmers in West Darfur reporting 'good' or 'very good' knowledge in 2022. Moreover, improvements were clear in both White Nile and West Darfur regarding value addition and collective marketing. Adding value to crops before selling them and engaging in collective marketing are seen as two of the most important ways to increase income from better marketing along with the investigation of prices and product requirements. The responses in the baseline and the end-evaluation clearly showed that most farmers did not do any value addition before their FMS training, while most of them did it 'several times, very often or always' in 2022 after FMS training. The main type of value addition reported by the farmers is grading and drying. The results from White Nile showed that in 2019 around 30% of respondents did collective marketing only 'once or two-three times', while almost 60% did it in 2022 and even 'several times' or 'always'. In West Darfur, 76% had never done collective marketing in 2019, while about 60% were doing it in 2022. Thus, the positive results of FMS have been demonstrated: farmers are now able to acquire sufficient information about the market to make thought through decisions on agricultural production and deal with the various market actors.

Improving gender equality is an important aspect of the programming and women form the majority of the membership of the FFS and FMS groups as well as the VSLAs. The evaluation also looked at the intra-household dialogue about what to grow and on the general household economy. It showed a considerable increase in gender equality in both areas. E.g. asked about the degree of male and female household members sharing the management of the family farm's economy, 9% in White Nile and 0% in West Darfur said 'high' or 'very high' in 2019 versus 46% and 66% in White Nile and West Darfur respectively in 2022.

VSLAs were introduced in both projects at the same time as FMS. Great synergies have appeared as savings and loans from the VSLAs are used for investments in value addition as well as for inputs to agricultural production. Over the period, savings increased significantly, in 2019 about 30% answered that they saved nothing while the figures were about 3% in 2022 in both project regions. Equally positive is the answer to how many are saving "very much" where the figures in White Nile is 22% (0,7% in 2019) and 13,2% (2,5% in 2019) in West Darfur. It is

worth noting that in this period there was a significant devaluation of the Sudanese Pound. The farmers used the VSLAs to mitigate this challenge since they turned their savings into investments, so that the funds could retain their value.

Adaptation to climate changes and environment friendly practices were integrated into the programme especially through the FFS approach. With support from ADRA, various climate smart production techniques were introduced to reduce the effect of the unstable conditions (droughts, desertification, desert locusts, floods), while ensuring improved agricultural output and income. For example, ADRA introduced improved seeds, which are more drought and pest resistant, give a higher yield and have shorter maturity time fitting better with the shorter and more unstable rainy season. Another example is that the smallholder farmers learned to decrease the use of chemical fertilizers by using animal manure and plant residues from the harvest as organic fertilizer, which improves the soil quality and increases productivity without harming the environment. Reducing the use of chemical fertilisers also has a climate mitigation effect, since the production of these is heavy in terms of CO2 emissions. To counter the effects of desertification and soil erosion, farmers learned to plant small shrubs as windbreaks to protect their farms from encroaching sand and wind. Despite promoting organic crop production, crop protection is a challenge, especially with devastating attacks of locusts and other insects in recent years, and farmers had not yet experienced any effective alternatives to the use of the chemical pesticides. For that reason, the farmers were trained on optimal and safe use of pesticides to avoid overuse and minimize harm to the biodiversity.

Lessons Learned

The Village Agents played a central role in the success of the programme as they became experienced facilitators and trained groups in FFS, FMS and VSLA approaches. This is an aspect suitable for replication, not only because community-based Village Agents are less costly for a project than involving EOs, but also because they represent community skills, which do not disappear, when a project is ending.

However, Village Agents need some kind of remuneration / incentives for the work they carry out. For sustainability purposes further studies are needed to find a post-project solution to this. One option could be to look into opportunities for the Village Agents to be paid from other sources for the provision of FFS, FMS and VLSA training e.g. the Ministry of Agriculture or the communities themselves. Linking the farmers to buyers of farm products could possibly be another paid service for the Village Agents.

Many of the initiatives undertaken by small-scale farmers as part of the FFS activities were climate smart, but there may still be a need to include more training on climate and sustainability including more focus on the farmers' knowledge on climate change. In addition, climate adaptation should be part of the curriculum of the FFS, FMS and VSLA training and some activities need to be expanded and/or adjusted to integrate aspects on climate change. This will be done as part of the new SPA programme.

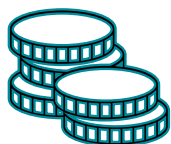
Ethiopia

Context Update

Climate change has worsened the livelihoods conditions in Somali Region of Ethiopia, for instance leading to recurrent drought, which is a main factor of food insecurity and poor livelihoods in the area. The failure of three rain periods in a row i.e. an 18-month drought has led to critical water shortage in the project area for both humans and livestock. Livestock body condition across the area deteriorated below normal and all species were in a very poor condition as a result of pasture loss, long distance trailing and diseases. Climate changes also led to swarms of desert locusts ravaging the region in the beginning of 2020, negatively affecting the already bleak food security situation. Much effort was made to control the plague, but it still caused widespread damage to crops and pasture.

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 for Somali Region, which shares a long border with Somalia, Kenya and Djibouti, and as such restrictions on movement and gatherings were imposed. The impact of COVID-19 slowed down the economic productivity in the country, which was also affected by the conflict in Tigray leading to a decrease in economic activity in some areas of the country parred with international sanctions.

Major Achievements of the RiHA Project in Ethiopia



Total budget 2018-2021: 10.9 million DKK
Actual expenditure: 11.3 million DKK



People Reached: 12,600

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

	2019 Target	2019 Result	2020 Target	2020 Result	2021 Target	2021 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)	775	338	4,865	9,009	3,795	3,333
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	4	2	8	10	6	6
# of people who benefit from CAP projects	-	-	4,000	7,577	3,000	1,951
% community contribution to CAP projects	5%	30%	50%	37%*	50%	40%*
Change Area B: Financial resources are well managed for resilience building						
# of VSLA functional groups established	2	7	9	15	3	17
# of VSLA members	50	153	225	412	75	349
# of VSLA members taking loans	-	-	-	151	-	80
Change Area C: Communities benefit from climatic adaption techniques and improved production methods						
# of farmers and ToT farmers trained in FFS / PFS / FMS	600	80	490	860	700	1,013
# of goat groups established	0	0	15	16	2	2
# of women trained and engaged in goat rearing	0	0	150	160	20	20
Change Area D: Development and humanitarian entities practice a joint strategy of long-term resilience building in fragile areas to increase impact and sustainability						
# of collaborations with other stakeholders	1	4	1	2	1	5

* The % 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

During the period, 18 CAP projects were implemented based on community ownership, through active participation in the design and implementation 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 CAP projects, which included school buildings, health posts, veterinary posts and drinking water reservoirs (*birkas*), 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 increasing from zero or one up to six teachers per school. The Education Office also provided materials like desks, chairs, blackboards and books. This meant a dramatic increase in the quality of education and in the number of children attending school. Another example is that drinking water reservoirs improved the access to water and saved women and children long walking distances 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 June/July, which is the start of the new financial year in Ethiopia.

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

From 2019 to 2021, 39 VSLA groups were established with almost 1,000 members. Most of the VSLA members are women 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. Often, women in Somali culture don't own resources or make decisions in the household or on social issues. The VSLAs are however changing this perception. 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 other community members since it is seen as a banking system that benefits the wider community. Moreover, the VSLAs worked as social interaction and community conversation platforms. As a result of the VSLAs, interaction and trust between group members increased and the group meetings became a discussion platform for major social issues.

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

Over the reporting period, 60 farmers' groups were established and almost 2,000 people were trained using FFS / PFS / FMS approaches. Most of the groups started using the new methods including climate adaptation techniques such as livestock fodder production and preservation for the dry season of the year. For instance, FFS groups are now growing Sudan Grass covering 66 hectares of farmland with irrigation from the Shebelle river. And the PFS group members initiated drying and storing of natural pasture. About 137,500 kg of hay was collected by nine PFS groups in the two districts. It was used to feed their animals during the critical drought time which made the households cope with the feed shortage encountered in the region. Six FMS groups are engaged in selected market value chains such as livestock marketing, agricultural products and natural resources (gum and incense) which has increased production and value addition. The groups also started exercising collective market assessment and sales of farm and forest products.

Moreover, 18 goat groups were established, and a total of 180 women HHs were engaged from eighteen localities. Currently, half (90) of these women are rearing 260 female goats (app. three goats per woman), while the remaining 90 women are waiting for the first kids. The small number of goats and the waiting group approach has been a challenge for the pastoral community to accept and giving up goats for the waiting groups has been difficult since the drought has meant a small number of kids. On the positive side, the goat groups accommodate vulnerable community members and women-headed households who lost their animals in the drought. Providing goats for this target group has, apart from the asset itself, given benefits in terms of food security and nutrition e.g. children are enjoying milk from lactating goats.

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

ADRA Ethiopia and its partner VSF Suisse have built a number of strong relationships with diverse entities such as Ministry of Agriculture (MoA), especially the Livestock Directorate which contributed with technical guidance and delivered valuable information to farmers/pastoralists. The University of Jigjiga was also involved in research on adapted camel breeds suitable to the Somali region. Moreover, both organisations participate in monthly coordination forums (Agriculture Task Force and Humanitarian) organised by the regional government as well as multi-sectoral food security assessments twice a year.

Major Challenges and Deviations

In Ethiopia, quite a few challenges occurred during the implementation, the main ones being repeated droughts, desert locust invasion and COVID-19. This led to a delay of some activities, but the overall implementation proceeded surprisingly well, probably due to the project's focus on community ownership and effort in

overcoming the issue of dependency. The use of local facilitators and committees at community level facilitated community ownership and is a key component in ensuring the sustainability of project results.

Changes to Risk Assessment

There is a risk that conflict in the Tigray region could spill into the Somali region. However, recently the TPLF conflict has reached a reconciliation stage where the government and the TPLF warring faction has signed a truce for peace and nonviolent ceasefire and subsequent reconciliation between the two groups.

Lessons Learned and Implications for Future Programming

During the project implementation it has been learned that there is a need for crisis modifier resources in order to respond to emergencies such as drought or desert locusts. An expectation from government actors for the project to deliver humanitarian response in these situations has been felt. Thus, in the new SPA period, the project has been designed in a way where a designated part of the annual budget can easily be converted to humanitarian response in case the need arises. This will be based on thorough and coordinated needs assessments and response plans. Moreover, it has been noticed that many of the ongoing activities has disaster risk reduction effects e.g. the growing of Sudan Grass for animal fodder, the hay production and the accumulation of assets through the VSLAs. During the current serious drought, it has been noticed that VSLA members have been better to mitigate the shock than non-members. These aspects of the project will be further emphasised during the new project period.

Tanzania

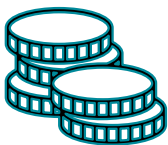
Context Updates

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. However, it has generally been a non-poverty-reducing and non-job-creating growth, and COVID-19 slowed economic growth down from 6.8% in 2019 to 2.1% in 2020. According to the African Development Bank (Tanzania Economic Outlook, African Development Bank, afdb.org), the number of Tanzanians living below the poverty line increased as the pandemic caused a slow-down in sectors with high employment potential, notably agriculture and manufacturing.

The October 2020 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 and low voter turnout (50%). Official results showed a victory by Magufuli with 84.5% of the vote, and the opposition candidate fled the country. Civil rights groups and CSOs have pointed out the downward trajectory that Tanzania has taken regarding citizens' rights and political freedoms. Thus, addressing civil and political rights has been difficult for civil society organisations while it has been relatively easy to pursue social, economic and cultural rights. President Samia Hassan Suluhu, who replaced John Magufuli as president 19th March 2021 after his sudden demise, seems to be less repressive and more open to civil rights.

Moreover, as in many other countries, climate changes are affecting Tanzania with more frequent extreme weather events such as dry spells and torrential rain.

Major Achievements of the Farming for the Market Project in Tanzania



Total budget 2020-2021: 3.1 million DKK
Actual expenditure: 2.9 million DKK



People Reached:
192

Select Indicators for the Farming for the Market project in Tanzania, Summary Results Framework

	2021 Target	2021 Result
Overall Objective: Improved livelihood of smallholder farmers as a result of combining FMS and RIPAT		
# of farmers who have increased household income from agricultural production and sale	240	192
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		
# of farmers have adjusted their farm production based on their analysis of the market demands and interaction with market actors	144	241
# of value additions activities done by farmers to make their products more marketable	120	417
# of farmers selling in a new market / to a new market actor, negotiating favourable contracts/deals	168	192

Overall objective: Improved livelihood of smallholder farmers as a result of combining FMS and RIPAT

Observations, research findings and testimonies show that by using RIPAT combined with FMS, farmers are farming in a way that improves their livelihood. Almost 200 farmers have increased household income from agricultural production and sale halfway through the pilot project. The money farmers earn from sale of agricultural produce is reinvested in farming, used for payment of school fees for children or spent on health services.

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

Due to the FMS training and the market research done by farmers, they started not only to consider what to produce, but also when to produce it. Some of the farmers engaged in production of new crops or new varieties. Others discovered that instead of adopting a new crop, changing timing would be an advantage. For example, beans produced in April-June have a higher value than beans produced in June-August where the market would be flooded. Other farmers decided to produce beans three times a year and dry those produced during June-August in order to sell them when higher prices are offered.

Farmers also became more aware that the quality of the products is a key factor for obtaining a good price, for example some of the farmers started grading and pricing bananas by quality (maturity, colour and ripening stage). The farmers generally experience that their capacities on marketing have increased. Before they did not have the confidence to face crop buyers, but now, after FMS, farmers bargain with buyers and some of the farmers have succeeded in making better agreements when selling their crops.

Moreover, a presentation of the FMS approach to WFP, FAO and Agricultural Development Trust Tanzania resulted in a positive dialogue about the approach. It was agreed to continue the dialogue as the organisations found that the approach has a potential to strengthen their programmes targeting smallholder farmers.

Major Challenges and Deviations During 2018-21

COVID-19 posed challenges, but they were overcome by adapting activities and schedules and taking precautions such as wearing masks and using sanitizers. Moreover, in the fourth quarter of 2021, prolonged drought caused water levels to go down hence the water regulatory authorities prohibited farmers to use water for irrigation, which hindered the farmers from producing some of the commercially viable crops identified during the market visits. The farmer groups continued with their plans of adjusting the production to the market, but the drought affected the production levels and types of crops grown. This will affect the research done by Sokoine University of Agriculture - which is part of the project design and looks into the advantages / disadvantages of combining RIPAT and FMS - since the production and income levels may not be comparable to previous years.

Developments in Key Risk Factors

Climatic risks have been mentioned above, and as mitigation, farmers are advised to use rainwater harvesting systems. They are also advised to produce the various crops identified in the market research during the rainy season. Another key risk is that market actors, especially middlemen, are not open for price negotiation. During the project implementation it was realised that middlemen to a large extent are organised and therefore determine prices collectively on relevant commodities making it difficult to negotiate a better price. To address this, farmers were trained in negotiation and marketing skills as well as collective marketing and bargaining.

Lessons Learned & Implications for Future Programming

In relation to the compatibility of the two approaches, the question about timing is important. FMS was introduced late in the RIPAT approach, and it worked well. It is however worth to consider if it would have been better to start with the FMS approach or to implement it in parallel. One of the key elements in the project is that the farmers through market research will discover new crops with high market potential and therefore adjust their farming accordingly. However, since the training on production was done initially through RIPAT, the question is if the farmers will be able to produce the newly identified commodities without training on these specific crops. Thus, further studies will be done on what is the best solution when combining the production (RIPAT) and marketing (FMS) components of farming.

Process Case: COVID-19 Adaptation

COVID-19 Reallocation: 2020 Malawi “Sankhani moyo” (Choose life)

In 2020, Malawi was as most countries around the world hit by COVID-19. To prevent transmission and limit the consequences of this new threat, ADRA Denmark supported the short-term awareness raising project “ADECOTS COVID-19 Prevention” during the summer of 2020 in partnership with the organisation ADECOTS (Applied Development Communications and Training Services). The funds were reallocated from the CIV pool of SPA funds as an adaptation to the COVID-19 pandemic.

The Situation

Despite different initiatives made by the Malawi government and other players to enforce safe behaviour in the face of COVID-19, the effect had not been as effective as expected. The messages were made in English and disseminated through channels like newspapers and TV, which are not accessible to most rural communities. Moreover, those who got information from social media were often confused by the many fake messages that were spread there. Most Malawians did not trust or take the government approved messages seriously because they were spread by politicians not trusted by most citizens as they suspected that the politicians have hidden agenda. Many people did not apply safe practices and preventive measures because they believed that there was no COVID-19 or because they thought they were not at risk.

The Response

In response to this, the project used an edutainment strategy that focussed on daily life situations and used daily life language and thereby became relevant, attractive, appealing, provoking, informative and motivating. The edutainment dramas were broadcast on radio, TV and social media reaching a much broader segment of the population than just official TV channels and newspapers. On top of the edutainment, dramas spots with popular artists performing songs on the safe behaviour were also published. The programmes that were part of the campaign named “Sankhani moyo” (Choose life) reached more than 5 million people (3,2 million through radio, 1,8 million through TV, 262,789 through social media) against the expectation of 2,3 million people reached.

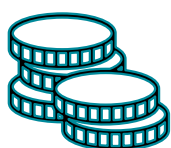
Feedback received from listeners and viewers (over 2,000 SMS's were received) shows that the project contributed to increased knowledge among Malawians and promoted preventive behaviour and treatment seeking behaviour among the targeted audience.

One example of the edutainment dramas can be found here: [ADRA Danmark er med i forebyggelsen af Corona i Malawi - YouTube](#)

Coordination

The Ministry of Health used the project to communicate emerging issues related to COVID-19, 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 IEC materials to ADECOTS and distributed the materials to all Health Centres that have audio-visual sets. Moreover, different organisations who were conducting community mobilization campaigns and interpersonal activities on COVID-19 awareness and prevention used Sankhani Moyo materials in their activities in seven districts.

Humanitarian Programming (Lot HUM)



Approved grant 2018-2021: 64 million DKK
Actual Spending: 63.9 million DKK



People reached:
87.000

ADRA's funding from Lot HUM mainly went to South Sudan, Syria and Yemen, focussing on education in South Sudan; education, WASH plus small-scale entrepreneurship in Syria; and cash distribution as well as protection in Yemen. Over the period, 87,000 people in these three countries got improved access to basic services.

In our response to sudden-onset emergencies, ADRA Denmark deployed our Flex Funding to ensure that immediate needs were met in the face of natural disasters such as earthquakes, typhoons, drought or flood as well as in situations of conflict leading to acute humanitarian support needs. In 2020, the flex funds were used exclusively in response to the COVID-19 pandemic and the emergencies it created, and over 2.3 million people were reached with COVID-19 prevention activities, immediate relief and live-saving assistance. The use of the Flex Funding is reported separately on page 51.

South Sudan

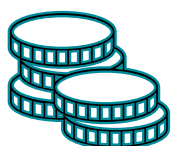
Context Updates

Over the 2018-21 period, the BRES project was implemented in different locations. First it was moved to Juba in 2018 (due to insecurity in Maiwut, where the project had previously been located), then from 2019 to 2021 in Maiwut County with a six-month suspension during which the project was introduced to Nasir County in 2020 also due to insecurity in Maiwut. South Sudan is a humanitarian post-conflict context with civil wars since 1983. In 2011, South Sudan gained independence, but a new war erupted in 2013. The latest peace agreement was signed in 2018. Maiwut and Nasir in Upper Nile State were under opposition control during most of the country's independence, so the government did not access nor prioritize these counties. Even after the two counties rejoined government, they continue to lack government-supported services. Recently, the situation in Upper Nile changed into being free of military confrontation, but cattle raiding and revenge killings continue to create insecurity and foster violence.

During COVID-19, schools were closed for 14 months (March 2020-April 2021) which added 2 million children to an existing 2.8 million out-of-school children. The closure led to lost learning and an increased number of teen-pregnancies. In Maiwut, almost 400 cases of teen-pregnancies were recorded between March and September 2020 and although exact figures from 2019 are missing, teachers and parents confirmed that the numbers are higher.

Women in South Sudan generally face disadvantages compared to men. In education, this means few female teachers and boys-preference over girls. The country is also prone to frequent floodings, with the latest displacing almost 400,000 people across the country.

Major Achievements of the BRES Project in South Sudan



Approved allocation: 21.1 million DKK
Actual expenditure: 20.1 million DKK



People reached:
19,320

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	Target 2021*	Result 2021*
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)	2,460 (1,230 girls, 1,230 boys)	3,509 (1,549 girls, 1,940 boys)
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	150 teachers	100 teachers	100 teachers	36 teachers	101 teachers	36 teachers	36 teachers
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	8 PTAs, 8 SMCs	8 PTAs, 8 SMCs, 20 educ. authorities	8 PTAs, 8 SMCs, 10 educ. authorities 8 school administrators	8 PTAs, 8 SMCs, 13 educ. authorities 19 school administrators	4 PTAs	4 PTAs
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, 14 hand-washing facilities	2 latrines, 14 hand-washing facilities	6 latrines, 16 hand-washing facilities	2 latrines, 2 hand-washing facilities	4 latrines, 8 hand-washing facilities	COVID-19 prevention activities	8 hand-washing facilities	8 hand-washing facilities

* The target and result figures for 2021 are lower than the previous years due to an exit strategy of handing over project schools to another ADRA South Sudan education project funded by Norad. Thus, the number of schools supported in 2021 was lower than the previous years.

Overall objective: Teachers and education authorities at State, County and Payam levels in Nasir and Maiwut counties have improved capacity to ensure quality teaching

Head teachers and deputy head teachers were trained and mentored to ensure inclusive quality education and that children with disabilities, orphans, returnees and IDPs were able to access education without discrimination. Training and mentoring of education officials and local leaders helped to address cases of child abuse, such as child neglect, child marriages, cases of child labour and other child rights violations. Corporal punishment was abolished in schools and teachers were instructed to follow and adhere to the teachers' code of conduct by the County education authorities.

To mitigate lost learning and the vulnerability to child labour, teen-pregnancy and early marriage during the COVID-19 closure of schools, ADRA introduced "Education on Air", a community-based learning intervention, including loudspeakers with solar powered batteries and pre-recorded lessons, which were developed by consultants skilled in pedagogical methods. 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 "Education on Air" schooling for at least two months.

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

Over the four years, 387 teachers were trained, mentored and coached in school leadership and management, child centred methods, peace building, child protection and psychosocial support. This greatly improved the quality of education and school environment in target schools. Also, results linked to the national level were created, e.g. the Education Cluster led by ADRA included information on education in Nasir and Maiwut into their nationwide assessment, and as a result the two counties were included in the National Humanitarian Response plan. Also the project advocated and coordinated with the Ministry of Education on teacher training and bringing back national exams to the two formerly opposition-controlled counties (ref. Case 2 below).

Moreover, the child protection trainings resulted in the improvement of teachers' capacity to identify vulnerable children in need of psychosocial support. For instance, 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.

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

From 2018-21, ADRA mobilised and supported community-led structures such as Parent Teacher Associations (PTAs), Community Leader Groups (CLGs) and women's groups to strengthen school leadership as well as increase enrolment and retention of children in schools. For instance, the established PTAs developed work plans to conduct back to school campaigns and construct dikes around schools and communities as a measure to prevent flood water from reaching the school compound. Other examples include PTAs constructing Temporary Learning Spaces using local materials and parents contributing local materials and labour for construction of an office space for teachers.

Moreover, CLGs in Maiwut and Nasir Counties developed action plans and facilitated community dialogues in which they discussed community issues such as ways to discourage early marriage so that girls would continue their education. The efforts of the CLGs and women's groups influenced the County Commissioner of Maiwut County to sign 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.



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

During the reporting period, 28 latrines and hand-washing facilities were constructed at the target schools. Moreover, distribution of water purification tablets and dignity kits for girls were done. The activities were accompanied with hygiene promotion campaigns and awareness raising leading to improved hygiene practices at the schools. During the COVID-19 pandemic, awareness around COVID-19 prevention measures, including handwashing and social distancing also became part of the new practices.

Major Challenges and Deviations

It is a significant challenge to recruit and retain skilled teachers in Upper Nile State, especially for the older classes (grades five to eight), resulting in the few available teachers being overburdened. Also, skilled teachers tend to leave for jobs with better salaries. The Maiwut County Education Authorities conducted interviews with all teachers to assess skills 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 only six female teachers passed the assessment. ADRA advocated vis-à-vis the County education authorities to encourage more female teachers to join the teachers' work force, and the County Commissioner has promised to work on this.

The rainy season resulted in substantial floodings in 2021 which severely hindered accessibility to the intervention areas. The only way to access some of the project locations was through Ethiopia, which was made difficult due to the strict COVID-19 measures. 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 risk to the implementation of the BRES project, due to the closure of schools and the access constraints mentioned above. To mitigate this, 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. Moreover, the project adapted to the situation by supporting children to continue learning via the 'Education on Air' initiative.

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, 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.

Insecurity and violence in Maiwut and Nasir affected the implementation, especially in the first years of the project, and at times ADRA was forced to suspend or relocate project activities. The mitigation processes done by ADRA was close coordination with other NGOs, putting evacuation plans in place, security training to staff and relocation of project activities in some periods.

Lessons Learned and Implications for Future Programming

Child protection is a new concept in the target communities. Although teachers and education officials understood it well, there is still a need to increase the awareness at all levels to abandon the perception that children are passive members of the community. It is still common that parents use corporal punishment for their children in the home, and thus protection will constitute a significant component in the new SPA funded project in Nasir and Maiwut. For further lessons learned, please consult Case 1 below.

Result Case 3: Value for Money in the HDP Nexus in South Sudan

Country	South Sudan
Period	2018-2021
Grant size	21,271,764 DKK. This includes Danida funding plus ADRA own contribution.

1. Context and objective

The Building Resilience in the Education Sector (BRES) project was implemented during 2018-21 in South Sudan and the overall objective was to facilitate education and protection of conflict-affected children via training and mentorship of teachers, community involvement, and school infrastructure. Operating under a HUM-DEV-Peace nexus approach, the project consisted of three components: 1) Capacity building for teachers, head teachers and education authorities (DEV, Peace); 2) Community support to education (DEV, Peace); 3) Infrastructure and an enabling learning environment (HUM). A crosscutting element of child protection was included, e.g. capacity building of teachers on positive disciplining methods, training of teachers and authorities on counselling skills and referrals, and training of communities on child protection.

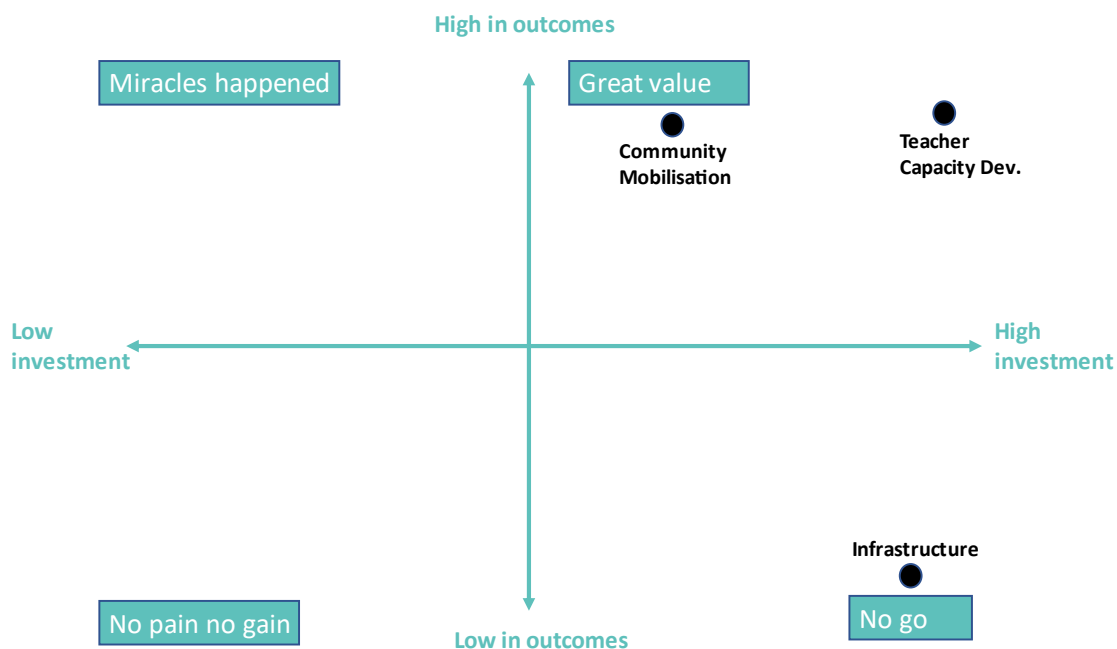
An outcome harvesting evaluation was carried out at the end of the project along with a Value for Money analysis⁴. The main findings of these are presented below.

2. Key results

- 43 outcomes were harvested and almost half (21 outcomes) were harvested within the first component of teacher training and mentoring, contributing to improved quality of education in Upper Nile State and to improved child protection.
- Outcomes related to national level institutions included getting in-service teachers from Upper Nile State trained at the National Institute and by coordinating with the Ministry of Education to bring the South Sudanese curriculum and national P8 exams back to Upper Nile.
- The 19 outcomes harvested under the second component are showing that community groups such as Parent Teacher Associations (PTAs), Community Leader Groups (CLGs) and women’s groups are performing a new role in relation to school governance, encouraging parents to send children to school, and mobilizing community members to be volunteer teacher and help with the maintenance of the schools. Moreover, this component has been assessed as ‘Great Value’ in the value for money analysis.

3. Outline of outcomes and value for money

The evaluation shows that all the 43 outcomes harvested are relevant to the project’s objective. Most outcomes are found within the first change area (capacity building of teachers and education authorities) and the second change area (facilitate community support to education). Only three outcomes were relevant to change area 3 (infrastructure and an enabling learning environment), probably due to the fact be that the outcome harvesting method is not designed to measure results of humanitarian service delivery but rather changes in the behaviour, relationships or actions of social actors. When looking at the Value for Money analysis, firstly, all costs have been categorised as per the three components and when placing the number of outcomes on the y-axis and the financial costs on the x-axis, the following value for money diagram is produced:



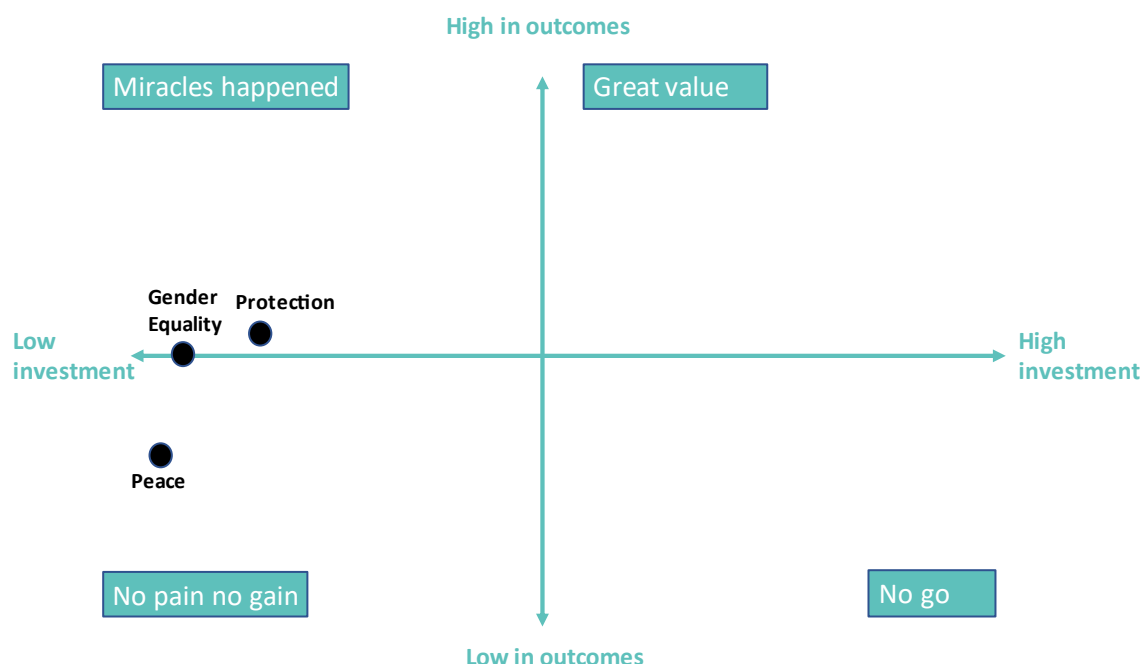
⁴ Outcome harvesting evaluation for the Building Resilience in the Education Sector project in South Sudan from 2018 to 2021, Mads Gottlieb, 2022 + Value for Money (VfM) Assessment of the BRES Project in South Sudan, ADRA, 2022

Thus, an analysis of the first BRES VfM diagram shows that while the capacity building and mentorship of the teachers has been the most expensive area, it has also yielded most outcomes and generally outcomes with a high importance to the communities, e.g. “In December 2020, 70 teachers (69 males, 1 female) out of 101 trained teachers (96 males, 5 females, i.e., 69%) from the primary schools of Jekow, Biyen, Gainen, Kulong, Pagak, Pinythor, Jotome and Pinythor (Maiwut County) demonstrated improved professional practices such as quality teaching, adherence to code of conduct and child protection, and they also started using drama and pictures to make lessons more engaging”. However, as has also been mentioned, some of these outcomes are not sustainable, since the teachers are sometimes leaving the teacher job for better paid jobs.

Compared to this, the community mobilization component has produced almost as many outcomes and with a lower cost associated and can thus be concluded to be great value for money. Also, these outcomes are mostly categorized as sustainable in the OH analysis. Some of the outcomes are ‘smaller’ ones such as parents cutting the grass on the school playground or keeping a school garden. Yet, the outcomes describing an increased community support to the education of children, especially girls, could indicate quite important results in terms of change in social norms. An example being “In 2019, 452 new children from Nasir and Maiwut were enrolled to schools for the first time by their parents or caregivers”. Thus, it was **learned** from the analysis that involving and empowering community groups such as PTAs, women’s groups and community leader groups is a good way to produce sustainable results in a cost efficient manner.

When looking at the infrastructure component it is placed in the ‘no go’ quadrant due to the high costs and limited number of outcomes including one negative outcome. However, it is not necessarily sensible to jump to the conclusion that this area has not been value for money and should be dropped in the future. The expenses under this component have to a large extent been WASH services such as construction of washrooms and latrines, distribution of water purification tablets, distribution of dignity kits for girls etc. These activities have very likely contributed to the enrolment and retention of children, especially girls, in the schools and thus lays the foundation for many of the other outcomes.

Moreover, based on the outcome harvesting, some crosscutting categories were identified which overlap with the three main categories above, but which show some additional aspects of the programme design and cost allocation. Regarding the cost allocation analysis, it should be kept in mind that the staff and transport expenses directly associated with the Peace, Protection and Gender elements have not been included in the expense calculation as staff and transport expenses specifically related to these categories were difficult to single out. Also, some of the basic training and awareness raising activities, which have laid the foundation of the outcomes related to Peace, Protection and Gender have not been part of the cost calculation and therefore the dots below should possibly be moved a bit to the right on the x-axis for a more realistic picture of the costs. Taking these reservations into consideration the VfM diagram for the crosscutting elements looks like this:



For the peace component of the project, a limited number of outcomes (6) has been harvested while the cost has also been quite low. This could point to the **learning** that although this element has been part of the project design, it may have been slightly under-resourced. However, the limited number of outcomes could also be due to the complicated nature of facilitating / maintaining peace and results in this area may take a long time to show.

The protection component has taken up a little less than 1 million DKK of the budget and with expenses mostly in 2020 and 2021. The number of outcomes is medium centering on psycho-social support to children and referral of protection cases. Furthermore, there has been examples of norm changes in relation to the disciplining methods of teachers and bylaws to prevent child marriages, which are very important changes with potential long-term effects. For example, "In 2021, teachers and head teachers in Jekow, Biyen, Jotome and Malek abolished corporal punishment at schools and implemented four recommendations by the education officials on addressing cases of child abuse in the school communities". Thus, a **learning** is that the less expensive activities leading to norm changes such as awareness raising and capacity building of teachers and community members, could be prioritised in future projects in order to produce value for money.

In relation to gender, the investment has been rather low but with a good number of outcomes (10). The outcomes here are related to increasing the enrolment and retention of girls in schools, the active role of women in the community, support to education, and the passing of by-laws to protect women and girls. However, the full potential in relation to gender equality may not have been reached because the implementers did not sufficiently prioritize gender in the planning and / or when results were reported. Thus, this is a **learning** point for upcoming project design and reporting processes.

4. Reflections on OH and VfM processes

Going through the above analyses clearly shows that this type of Value for Money assessment is not an exact science which can clearly establish if a programme or project element has been worth the cost or not. However, the analysis can give some indications of where it is useful to invest more / less. It also highlights learnings that can be used to inform programme adaption and feed into new programme design processes. When focusing on the outcomes of a programme, VfM becomes a way of discussing learning, tactics and strategies.

Syria

Context Updates

Over the four-year project period, the operational context in Syria changed significantly with humanitarian access to previously hard-to-reach and besieged areas and the return of IDPs and refugees to their places of origin gradually increasing. This raised the pressure on existing, poorly functioning infrastructure and basic services.

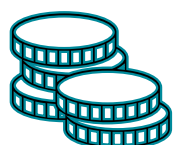
March 2021 marked the tenth anniversary of the Syrian crisis, and the humanitarian needs in the country remained high, with 14,6 million people in need of humanitarian assistance, 3,5 million more than in 2020. Of those, almost 37% were either IDPs or returnees, requiring access to public services and 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.

ADRA selected Homs governorate as a priority area of intervention for VCD based on the relatively prolonged period of stability in the governorate, sustained access to conflict-affected communities with high needs and the capacity of ADRA Syria to implement planned activities in the area. In 2018, infrastructure in Homs, once a vibrant and major industrial centre, was 70% damaged, leaving the population with very limited access to basic services such as clean water, sanitation, health and disability services, as well as education. 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.

While the VCD project focused on Homs governorate, in 2021, the Education Sector asked for support to Syrian refugees living in Lebanon, who wanted to attend the Syrian national exams across the border in Rural Damascus. Since ADRA had funds available under VCD to support the refugee students, this activity was included.

What was considered an unprecedented economic crisis in Syria in 2020 further deteriorated in 2021 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 2018-2021



Approved allocation: 13 million DKK
Actual expenditure: 11.1 million DKK



People reached:
58,724

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	Target 2021	Result 2021
Overall Objective: Vulnerable communities in Rural Damascus and 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%	75%	11%*
% of beneficiaries interviewed in target areas report having access to	75%	93%	75%	88%	75%	86%	75%	100%

basic services (health, education, water, sanitation)

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%	80%	71%*
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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 & sanitation, health and disability centres)	13,500	14,870	17,080	8,356	15,960	25,698	8,753	9,800
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*Due to the project ending, beneficiaries had to be surveyed shortly after the distribution of the livelihood grants for this indicator, when businesses had just been established and not yet generated sufficient income to have an impact on the households' coping strategies. This resulted in only 11% of beneficiaries reporting a reduction in negative coping strategies, while 71% reported an improvement increased income due to their businesses.

Overall objective: People in vulnerable communities in Rural Damascus and Homs employ positive coping strategies, are more self-reliant and live with increased dignity

Over the four years, ADRA's interventions took place in various locations across rural Homs, in impoverished parts of Homs city, as well as in Rural Damascus, where urgent needs in the areas of livelihoods, WASH, health and education were identified. 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. Between 2018-2020, on average 85% 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. The rehabilitation of four water networks, one sewerage network, ten schools, five health centres and one disability centre provided communities with access to safe water, education, health and disability services. Between 2018 and 2021, on average 92% of beneficiaries reported having improved access to basic health, education, water and sanitation services.

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

Over the project period, ADRA trained 349 beneficiaries in business management, marketing and preparation of business proposals. The trainees developed a business plan after the training, and 212 were considered suitable and approved for a business grant. The intervention focused on beneficiaries who had previous business experience and who, with business training, would be able to (re)establish and grow their livelihoods. Among those, the most vulnerable applicants were selected, such as female-headed households or families with members living with a disability. 67% of the grants were provided to women. Examples of supported businesses include grocery stores, butchers, livestock farming, tailors, hairdressers, carpenters, blacksmiths, plumbers, as well as wool, toy, book or clothes shops. Over 90 percent of supported households over the four years reported increased income as a result of the livelihood intervention.

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

Improved Education Facilities

Over the four-year project period, ADRA rehabilitated a total of 10 schools across Homs governorate benefitting 6,347 boys and girls. The rehabilitations 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, where needed. Ramps were installed to make the buildings safe and accessible for children with disabilities. The schools are now operational, and positive feedback has been received by students, parents, teachers, and principals. The intervention had a positive impact, as school-age children in the target areas could return to school or no longer need to travel long distances to reach the schools they attended previously.

In addition, in 2021, ADRA provided support to 103 refugees of 9th and 12th grades who had to travel from Lebanon to Syria to attend the national exams in June 2021. ADRA supported the students with a small cash grant to cover transportation and incidentals such as water or food. This activity was conducted in collaboration with the Norwegian Refugee Council, who provided the same support to an additional 36 students, in order to cover the total population of 139 students through a joint response.

Water/Sewerage System Rehabilitation

Between 2018 and 2021, ADRA rehabilitated four water networks and one sewerage network in Eastern, Western and Northern rural Homs, with the aim to improve access to safe and sufficient water as well as to adequate sanitation. Due to damage to the water and sewerage networks and the high numbers of IDPs and returnees, there was an insufficient amount of water available to cover the basic WASH needs of the communities. Many families relied on purchased water from private water trucks, with unverified water quality, exacerbating the economic burden on families.

An overall population of approximately 19,500 benefitted from the interventions. In some cases, households reported that they still did not have sufficient water on a consistent basis which after further research turned out to be due to pumping hours being disrupted by unreliable availability of electricity, which is a general problem in Syria, exacerbated by fuel shortages experienced since 2020. In these cases, ADRA communicated the problem with the Water Supply and Sewerage Authority in Homs, who promised to allocate more fuel to the respective water networks to increase the pumping hours.

Improved Health Facilities

The healthcare sector suffered quite considerably during the conflict in Syria, leaving a large gap in the availability of appropriate health clinics for the population. Although governmental healthcare is for free, many facilities were damaged during the conflict and the majority of Syrians cannot afford the cost of transportation to reach those that are still functional. ADRA selected centres for rehabilitation in areas where there were no other functional facilities, and which would serve several communities. Five health centres were rehabilitated across Homs governorate over the project period, which benefitted an estimated 153,000 patients. As a result of the rehabilitation, this target group now has access to improved local health services.

Major Challenges and Deviations

Three main challenges were experienced during the project period, all leading to significant delays in the implementation of the planned activities. Firstly, in 2020, 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. Secondly, obtaining approvals by the government to conduct the planned activities often took a considerable amount of time, particularly in 2020 when the approvals were only received in November, just before the end of the project year. Thirdly, ADRA (like other humanitarian organisations) experienced difficulties in transferring funds from Denmark to Syria between April 2020 and April 2021 – 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 some of the planned activities (e.g. a direly needed borehole rehabilitation) could not be postponed any further, ADRA had to move them to other projects with greater liquidity and identify different activities for the VCD project instead, which could be implemented once the funds were received.

In addition, 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. As a result, the amount of the small business grants had to be increased on an annual basis from 434,000 Syrian Pounds (approximately 1,000 US Dollars) in 2018 to 2,500,000 Syrian Pounds (approximately 1,500 US Dollars) in 2021, so that beneficiaries would be able to make sufficient investments to start their new businesses.

Developments in Key Risk Factors

As described above, 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 approval process, opening new bank accounts, exploring alternative transfer routes 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, all activities could still be finalised as planned.

The general security situation in the areas of intervention remained stable throughout the four-year project period. 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 also maintained a robust safety management system, providing safety training to staff and partners, monitoring the changing security situation, and incorporating flexibility in programme plans, which allowed ADRA to move project locations in case certain areas became inaccessible.

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 always explained its beneficiary selection criteria to the relevant authorities and requested multiple locations, which match the criteria. Afterwards, ADRA assessed the proposed locations and selected the ones that best meet the selection criteria. If locations did not match the criteria, additional locations were 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.

Lessons Learned and Implications for Future Programming

The implementation of this project has shown how important and relevant it is to work in the Nexus in order to improve the resilience of communities. ADRA provided a combination of access to basic services and livelihood opportunities over four years, tackling both short-term needs and long-term self-reliance at the same time. ADRA will continue this holistic approach to maximize the resilience effects on the conflict-affected communities.

The flexibility of the SPA funding allowed ADRA to respond to situations and needs that changed over the four-year project period and could not have been anticipated at the start of the project. It also allowed ADRA to focus on longer-term interventions, ensuring the Nexus approach, which other donors do not allow with their humanitarian grants. ADRA will therefore tackle longer-term sustainable approaches through the new SPA project, to complement the more short-term life-saving interventions funded by other donors.

An important lesson ADRA learned, was to involve the local community in determining the selection criteria for the livelihoods activities and ensure they are appropriate for the specific context they were going to be implemented in. This lesson was incorporated during the life of the project and helped rendering the project more relevant as well as preventing potential conflicts among supported communities.

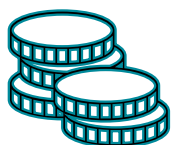
Yemen

Context Updates

After seven years of continuous conflict, the humanitarian crisis in Yemen is one of the worst in the world. 80% of the entire population requires some form of humanitarian assistance and protection, and the COVID-19 outbreak added to the multitude of challenges already facing the people of Yemen. Households reported that their living situation worsened as a result of COVID-19 as many family breadwinners lost their jobs as day labourers.

Basateen, the area of project implementation, 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. The COVID-19 situation led to increased protection risks in Basateen since children were out of school and 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. Moreover, a devaluation of the currency led to inflation affecting the prices of goods and food commodities, adding to the existing difficulties facing IDPs, refugees and host communities in Basateen.

Major Achievements of the ERB project in Yemen



Approved allocation: 15.4 million. DKK
Actual expenditure: 15 million DKK



People reached:
8,900

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

	Target 2018	Result 2018	Target 2019	Result 2019	Target 2020	Result 2020	Target 2021	Result 2021
Overall Objective: To address critical humanitarian needs and contribute to the stabilisation of conflict-affected communities in Aden, Yemen								
% of targeted community members reporting increased perception of personal and community safety and improved living conditions	70%	43%	70%	84%	70%	79%	70%	91%
Change Area A: Prevalence of SGBV in crisis-affected communities has decreased								
% of targeted community members reporting decreased SGBV incidents in their community	N/A	N/A	70%	89%	70%	87%	70%	100%
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%	29%	70%	68%	70%	64%	70%	84%

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

Overall Objective: To address critical humanitarian needs and contribute to the stabilisation of conflict-affected communities in Aden, Yemen

Over the 2018-21 period, ADRA Yemen directly reached almost 9,000 people mainly with cash, hygiene kit distribution and protection activities. On top of this come improvements of the overall environment in Basateen through the cleaning and hygiene activities in the cash for work component. In spite of the challenging, and at times worsening implementation environment, 91% of those interviewed in the endline survey reported an increased perception of personal and community safety and improved living conditions, compared with 43% during the first year of implementation.

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

During the period, awareness was raised on SGBV and protection in Basateen and community members were enabled to implement advocacy campaigns directed at duty-bearers. Awareness sessions were conducted on sexual harassment, gender-based violence, child labour, early marriage, and domestic violence for 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. Additionally, ADRA mobilised advocacy teams and together with these conducted workshops on the most pressing and critical protection issues, resulting in the development of 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, stressing their responsibility in protecting women and children. For instance, 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

Over the period, 2,126 households received cash for work. The cash for work activities included garbage collection, solid waste removal, planting, doing minor rehabilitation of streets and conducting hygiene awareness sessions. The beneficiaries were selected in coordination with the community committees and block leaders. To compliment the hygiene related cash for work activities, two hygiene and sanitation plans were developed targeting the local council, community committees and other duty-bearers in the community. Additionally, the advocacy teams coordinated with the cash for work 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.

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

The livelihood component was a pilot initiative to prepare the community for autonomy and self-reliance and lessen dependency on receiving humanitarian assistance. 20 individuals were selected for training and for a small business grant of USD 325. The selection criteria included that the applicant had to have work experience that was unintentionally stopped due to the conflict either in Basateen or in the area of origin before displacement. The individuals were divided equally by diversity into four groups: Five Ethiopians, five Somalis, five IDPs and five local Basateen residents. Rather than providing conventional business and proposal writing classroom training, ADRA Yemen established a mentoring relationship between beneficiaries and a mentor knowledgeable of the professional sector. Along with the grant, all beneficiaries attended small-business management sessions and received tips on saving and expanding their business. All 20 beneficiaries increased their incomes through their business activities and accessed markets to sell their goods and services.

Major Challenges and Deviations during 2020

A major deviation was that the livelihood component (Change Area C) was only implemented in 2019 (due to delays in 2018) and was halted in 2020 and 2021 due to COVID-19 related factors such as closed markets, difficulty of movement between governorates, and significant delays in the approval of working permits by government. The budget was reallocated from Change Area C to Change Area B i.e. the cash for work component.

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

Developments in Key Risk Factors

The security situation has changed repeatedly throughout the four-year period. In April 2020, the Southern Transitional Council (STC) declared self-governance in Aden and other parts of the south where it continued to fight Yemeni government forces until late July. STC forces quickly took control of ministries, local government offices and the Central Bank building in Aden. This led to disruptions and delays of the project implementation.

The inflation and devaluation of the Yemeni Rial negatively affected the community members, who fall deeper and deeper into poverty each year the war continues. The increase of prices directly impacted the target group of the cash for work activities, as the amount received was not sufficient to cover all of their identified needs (cf. lessons learned).

Lessons Learned and Implications for Future Programming

This project has shown how important it is in the Basateen context to invest in adapting the community awareness activities to the different groups of people staying in the area, taking into consideration the different languages, literacy levels and cultural sensitivities of refugees, IDPs and host communities respectively. Related to SGBV awareness, it was also 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.

Moreover, the experiences from the project led to reflections on how to adjust the cash for work component. The project was planned for one round of cash for work to reach as many affected people as possible. However, the amount received was not sufficient to cover most of the needs of the target group, also due to the inflation. In the new SPA project, more rounds of cash distribution are planned for in order to actually cover the basic food needs of the beneficiaries. Thus, the project budget has been increased in the next project period.

Summary Account of the Use of Flexible Funds

The projects below have been implemented by ADRA in the respective countries, most of them planned and supported by ADRA International with funding from several sources.

Flexible Funds 2018

Bangladesh

ADRA contributed to an ADRA I project that addressed the needs of Rohingya refugees in four camps, more than 21,000 refugee families benefitted from provision of emergency shelter assistance, site improvement and camp management including disaster risk reduction. ADRA Denmark contributed with 310,000 DKK.

Indonesia

When an earthquake and tsunami hit Sulawesi, more than 133,000 people were displaced. The fatalities and destructions caused a risk of waterborne diseases, due to the lack of clean drinking water. ADRA Indonesia installed water units in public facilities, benefitting 2,165 households (8,146 individuals), distributing safe water containers to 4,700 households and conducting hygiene promotion reaching 1,146 persons. ADRA Denmark contributed with 471,250 DKK.

Philippines

More than a million people were affected by two typhoons that hit northern Luzon resulting in flooding, destroyed infrastructure, buildings and agriculture. ADRA Denmark supported an ADRA I food assistance intervention whereby 2,300 typhoon affected families (10,079 persons) were provided with food packages through ADRA Philippines as the implementing partner. ADRA Denmark contributed with 390,000 DKK (325,000 DKK from flexible funds and 65,000 DKK own collected funds). Due to savings related to procurement of food packs and personnel, unspent funds were transferred as match funding to a cash assistance project, also

implemented by ADRA Philippines, which benefitted 2,690 typhoon-affected families (11,624 individuals) from Cagayán and Quirino provinces. The cash was mainly used for food and shelter materials in addition to medicines, agricultural inputs and educational purposes.

Uganda

Between January and April 2018, 82,000 new refugees from DR Congo arrived in Uganda causing pressure on reception centres. ADRA Denmark provided support to an ADRA I project aimed at increasing access to sanitation facilities for refugees. 3,053 people were reached through hygiene promotion activities, while 149 most vulnerable households benefitted from construction of latrines with bathing and handwashing facilities. 12,500 people were reached with awareness on health risks related to sanitation and hygiene. ADRA Denmark contributed with 409,500 DKK.

Flexible Funds 2019

Malawi

In March, nearly one million people were affected by the Idai cyclone causing widespread flooding in Malawi, displacing 125,000 people. ADRA Denmark provided relief assistance to 1,800 of the most affected vulnerable households (9,000 individuals) in Phalome and Mulanje districts. With the intervention, ADRA Malawi provided shelter kits and tarpaulins and distributed hygiene and kitchen kits for displaced families. ADRA Denmark supported with 463,000 DKK.

South Sudan

South Sudan was affected by floods affecting more than 900,000 people, many of them IDPs and refugees already in need of humanitarian assistance. ADRA identified acute needs such as food, NFIs, access to health and WASH in Upper Nile and proposed to implement the acute emergency response. ADRA South Sudan distributed NFIs to 1,510 of the most vulnerable families (10,890 individuals) with dignity and livelihood (fishing) kits, as well as mosquito nets, tarpaulins and blankets. ADRA Denmark contributed with 331,125 DKK.

Ethiopia

After months of drought, Ethiopia was hit by flooding. ADRA Denmark supported an acute emergency response implemented by ADRA Ethiopia. By increasing access to clean water through rehabilitation of wells, 919 families in two communities benefitted from this. In addition, 400 families (2,400 individuals) affected by flooding benefitted from the distribution of essential NFIs. A total of 5,154 beneficiaries were reached. ADRA Denmark contributed with 500,000 DKK from the flexible funds and 115,000 DKK from ADRA's own funds.

Uganda

Targeting the new arrival of very vulnerable refugees from DR Congo to Uganda, ADRA increased access to clean water and sanitation for 2,512 households (8,055 individuals) by distributing water containers, hygiene kits and reusable dignity kits for women and girls. This was combined with training of local hygiene promoters and distribution of information materials about hygiene and SGBV. 500,000 DKK was provided from ADRA Denmark's flexible funding and 150,000 DKK from ADRA's own funds.

Flexible Funds 2020

South Sudan

ADRA South Sudan conducted awareness campaigns on COVID-19 risk in the 11 most remote areas between April and July through posters, community committees, awareness campaign sessions, and radio talk shows in local languages. The campaigns reached 94,873 people. Furthermore, 129 hand washing facilities with soap were installed in public places and used on average by 350 people per day in each location. The total amount used was 826,626 DKK from the flexible funding.

Yemen

To reduce the risk of COVID-19 infection in the most vulnerable households in Basateen, ADRA Yemen worked with weekly awareness raising activities and behaviour change messages via radio and PA systems in Somali, Oromo and Arabic languages to reach the residents who are primarily refugees, IDPs and asylum seekers. 3,000 awareness raising materials were printed and distributed and 2,000 posters were posted in public. ADRA also contributed COVID-19 prevention hygiene kits to 2,403 of the most vulnerable households (16,821 individuals). The total amount contributed was 670,000 DKK from the flexible funding.



Lebanon

In response to the significantly increasing number of COVID-19 cases after the explosion in Beirut's Port on 4th August, ADRA Lebanon provided disinfection kits for 986 Palestinian refugee households (3,738 individuals) in Wavel camp. Furthermore, 100 disinfection kits and 100 PPE kits were distributed to the Lebanese Red Cross reaching 2,000 individuals. Volunteers conducted awareness sessions and shared videos with vulnerable families. ADRA Denmark contributed with 1,243,690 DKK.

India

Millions of day labourers and migrant workers in India were without access to money for basic needs during the forced COVID-19 lockdown. ADRA India provided multi-purpose cash transfers to vulnerable migrants (in West Bengal and Uttar Pradesh) reaching 1,572 households. ADRA also reached 217,305 community members through risk communication and community engagement by engaging influencers, distributing posters, leaflets and banners and targeting social media campaigns. 70% of the households in the targeted community described improved knowledge on COVID-19 prevention and care. ADRA Denmark contributed with 1,015,375 DKK from the flexible funds.

Tanzania

Tanzania unexpectedly reopened the country in June 2020, declaring itself free from COVID-19, although the risk of infection was still real. Discussion about the pandemic was not permitted, particularly in the media. ADRA therefore focused on City Drive activities to spread general awareness on health and hygiene in crowded areas such as marketplaces and schools. Similar interventions were requested in other regions. A total of 2,002,555 people were reached through the City Drives. ADRA also distributed PPE to 30 health centres. The total amount contributed from the flexible funds was 642,500 DKK.

Ethiopia

ADRA Ethiopia focused on COVID-19 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 the Quarantine Centre by ensuring basic supplies and clean water. Health workers, caretakers and community volunteers were trained on COVID-19 prevention including basic hygiene and sanitation practices. 180,000 community members were reached through mass media such as posters, leaflets and PA systems, and benefited from improved hygiene facilities including clean water, latrines and hand washing facilities. The total contribution was 517,000 DKK.

Flexible Funds 2021

Sudan

From end of 2020 and spilling into 2021, a series of violent clashes mainly between Arab and Masalit tribes broke out in West Darfur. This resulted in internal displacement and people taking refuge in El Geneina in schools,

government institutions and open yards with urgent need of shelter, NFIs, WASH, education, health and food. Thus, ADRA Sudan supported 1,050 IDP households (6,300 individuals) through provision of NFIs. A total amount of 450,000 DKK was provided from ADRA Denmark's flexible funding and 60,000 DKK from ADRA's own funds.

Yemen

In early 2021, as a result of the Tigray conflict, large numbers of refugees from Ethiopia started to arrive to Yemen, a country already in a fragile state and considered the world's worst humanitarian crisis. Some of the refugees were settling in Basateen, where ADRA Yemen was already present. ADRA Yemen supported the Tigray refugees with cash for work, hygiene kits and support for unaccompanied children. A total amount of 316,925 DKK was provided from ADRA Denmark's flexible funding.

Ethiopia

In July 2021, the Tigray conflict spilled into Afar Region and over 100,000 people were displaced including from Awra woreda, which is an ADRA Ethiopia working area. To respond the crisis in Awra woreda, ADRA Ethiopia supplied food items for the most vulnerable IDP households reaching a total of 3,600 people (600HHs). A total contribution of 330,000 DKK was provided.

India

In mid-2021 COVID-19 cases surged in India and health facilities were overwhelmed, lacking both human resources and equipment. The six most affected States were: Maharashtra, Kerala, Karnataka, Uttar Pradesh, Tamil Nadu and Delhi (1,212,989). With additional support from the wider ADRA network (total budget USD 489,683) health facilities were supported with oxygen generation plants and oxygen concentrators, necessary medical equipment and medicine and PPE equipment for hospitals. ADRA DK contributed 183,510 DKK from the flexible funds.

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.

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:

- In 2018, 81% of our funding under Lot HUM went to partners in the Global South
 - In 2019, 82% of our funding under Lot HUM went directly to partners in the Global South
 - 2020, 82% of our total funding for programme engagements was transferred to partners in the Global South
 - 2021, 86,4% of our funding under Lot HUM went directly to partners in the Global South
-

Use of Danida Funds towards Co-Financing

During the 2018-21 period, ADRA Denmark has persistently stretched the funds received from Danida to reach the largest possible number of people. SPA funds have been used to attract and supplement a number of projects co-funded by ECHO, EU and various Danish private foundations. During the 4-year period a total of 94.8 million DKK has been granted from other donors to projects with Danida funding. The detailed information about donors and amounts can be found in the annexed financial accounts in the sheet called “co-financing” (Annex 3).

We have also been coordinating in-country with projects funded by other donors to improve synergies and pool the funds to achieve common objectives. For instance, the BRES project in South Sudan has been implemented in conjunction with the Education in Emergency project funded by Norad with a total four-year budget of 4,689,223 USD.

Results from Innovation Funds

ADRA DK has approached innovation through contextual innovation, based on an understanding of our partners, of the contexts where we work, and of the needs, concerns, and preferences of the people with whom we work. This means innovating through incremental advances in processes and approaches and piloting them in new contexts or through new additions.

Throughout the 2018-2021 period, we initiated a number of innovative processes to test and trial new ideas. The most significant of these initiatives was the development and subsequent piloting of the Farmer Market School (FMS) approach. After many years of supporting smallholder farmers to improve their production techniques and overall nutrition levels, ADRA Denmark noted that the income of smallholder farmers was not significantly improved and that they were not competitive on the market. Subsequently, we pioneered this tailor-made on-the-job training aimed at improving smallholder farmers’ access to the market and the private sector – a key precondition for increased farmer income and improved livelihoods. With FMS, farmers gain knowledge and skills in identifying and exploring relevant value chains, organise to become strong market actors, establish direct relationships with buyers and negotiate better prices and conditions. Farmers learn by doing; by visiting various markets and potential buyers to explore the types of quality and quantity demanded and research which prices are best for a particular crop. As a result of ADRA Denmark’s initiative and leadership, the FMS approach was fed into the ADRA network’s Livelihoods Technical Learning Lab (TLL), and the approach is currently being further developed through incremental advances and scaled up across several countries, organisations and contexts in Africa and Asia.

In 2021, as a way of strengthening the link between ADRA’s humanitarian and development programming, ADRA Denmark initiated a pilot project with ADRA Uganda with the purpose of improving the household income of refugees in Kyaka and Rwamwanja refugee settlements in Uganda. The idea was to test and adapt ADRA Denmark’s FMS approach which was developed for a stable development context to a humanitarian context, and hereby use lessons learned to further strengthen the approach. The pilot project will be evaluated in 2023 to bring out learning and results.

Results of the FMS approach are seen both on the micro and macro level:

➤ During 2018-19, 3,009 smallholder farmers in Malawi achieved an improved position in negotiating with market actors after participating in nine FMS groups. Through ADRA DK’s guidance and close mentoring in the use of the FMS approach, ADRA Malawi empowered farmers to select the right crops for the market, enhanced their market literacy and increased their confidence in engaging with buyers, boosting sale prices, and increasing income.

- As a result of ADRA Denmark's FMS Master Trainer courses, 837 FMS groups were formed across seven countries. Since ADRA Denmark started to train Master Trainers, the FMS approach has taken root in Malawi, Zimbabwe, Sudan, Ethiopia, Rwanda, Madagascar, Mozambique, Nepal and Tanzania.
 - Ministries of Agriculture in Zimbabwe, Eritrea, Rwanda and Mozambique have committed to utilising the FMS approach.
-

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 of the results of our programmes. Its aim is not only to show that our work makes 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.

During the period of 2018-2021, we completed a number of activities within the area of engagement and information. Obviously, both travel activity and events were heavily affected by COVID-19, but we adapted and carried out alternative activities.

A key theme was the role of religion and churches in development work, and in 2020 we published *Verdensmålsbogen* on the relation between Christianity and SDGs. It is a very concrete handbook to be used in all kinds of local communities, groups, churches, scouts etc. The first batch was printed in 2,000 copies, which were distributed to church-based groups and communities through the networks of the involved organisations i.e. ADRA Denmark, DanChurchAid and the Danish Mission Council. ADRA Denmark distributed copies to all Adventist churches and schools in Denmark. So far, 3,000 handbooks have been distributed while an additional 1,650 has been printed in mid-2022. Following *Verdensmålsbogen*, we experienced a demand from the users on what to do next. Having the theoretical knowledge on the SDGs and having built engagement on the subject, they wanted to act. Consequently, we developed an 'action-website' which facilitates a digital process of action. This helps local groups such as church groups, scouts and confirmands to create their own concrete action plan on the SDGs. The website was launched in September 2021.

To engage people in development work and global issues is often to communicate complex issues in a simple way. We addressed this challenge by producing four graphical movies explaining development work, humanitarian work and nexus, VSLA and Farmer Market Schools. The graphical movies have proved a very good tool for communicating the complex work we do, and on Facebook they have been seen by more than 2,000 people. The movies are also used in our information work in schools, churches etc.

Throughout the period, information material has been developed for most of ADRA Denmark's programme countries for instance on food and agriculture in Ethiopia, on religious leaders in Malawi as well as on VSLA and FMS in Sudan. In March 2019 a professional photographer was in Karamoja, Uganda, to document life in Karamoja and the work and impact of ADRA's programme. The result was a photo exhibition in public libraries and a coffee table photo book with personal stories explaining the impact of ADRA's work in Karamoja. The aim of the book is to showcase the everyday life of the Karamojong in a positive light and to communicate about complex development issues in an accessible way. Moreover, several campaigns have been produced, e.g. *Hvem er din næste kærlighed* and a campaign based on a film with *reverse poetry* using a surprising element to raise attention on the impact of development work.

Follow-up on Recommendations from Reviews, Financial Monitoring Visits and Annual Strategic Consultations

ADRA Denmark has held regular technical and strategic consultations with Danida, where the annual performance reports and the coming year's strategic prioritisations have been discussed. The latest organisational review was carried out in 2019, and the latest financial monitoring visit took place in 2021. As illustrated in Annex one and Annex two, ADRA Denmark has systematically followed up on the recommendations from the organisational review as well as the financial monitoring visits.

Annex 1: Updated Management Response to 2019 Danida Review Recommendations

Recommendations 2019	Proposed deadline for follow-up	Responsible	ADRA DK management response March 2020	2022 update
R1: In the planning of new donor-funded programmes including also the future SPa 2022-2025, ADRA DK should pursue joint programming with other ADRA (donor) partners. New programming should support ADRA COs opportunities to operate and implement a One-Country - One Strategy - One Programme-based approach including opportunities to pursue a One-Programme Reporting framework.	Every year	ADRA DK	This is the preferred situation, but it will take time before we get there as a network. We have been encouraging this for some time, and we believe that the ownership for pursuing such an approach primarily should lie with the partners. We will continue to promote this with supporting as well as implementing offices and initiate these developments where we see the opportunity. We will also try to include the regional ADRA offices (i.e. ADRA Africa) in this effort. The issue will be one of the main points on the agenda in our next partner workshop (2020), and we expect to have a comprehensive discussion with our partners on how best to promote this.	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 and 2021. Now the discussions have resumed, e.g. in ADRA network meetings for Country Directors and Programme Directors respectively, as well as in bilateral fora with the partners. A workshop with all our partners is planned for November 2022, where the One-Country – One-strategy approach will also be discussed. In addition to this, the main ADRA donor offices in the network agreed in March 2022 on concrete actions for developing more coordinated country partnership strategies in the global south.
R2: The ADRA DK Board should consider strengthening its capacities to manage contextual risks, as well as capacities in financial oversight and risk management within the global humanitarian agenda. Further, in conjunction with the new Strategy 2020-2024, the Board should engage in the discussions on the future required capacities of Secretariat.	By January 2020	ADRA DK Board	The Board has started the discussion (December 2019) on this recommendation and will re-consider the competencies among the current Board members to assess the need for additional/complementary competencies and how these could be obtained. Already in 2018, the Board initiated a risk analysis process covering the entire organisation's	We regard this task as completed. Since 2019, the board has been supplemented by an external resource person with long experience from postings in Africa as well as solid experience from like-minded CSO boards. He was elected as a board member in 2021. Another board member elected in 2021 is an economist who

Recommendations 2019	Proposed deadline for follow-up	Responsible	ADRA DK management response March 2020	2022 update
			engagement. In the future, the ADRA Risk Register will be a living tool to be used systematically by the ADRA Board and management. The Board expects to be kept informed at regular intervals (at least every six months) of the various risks identified by the Secretariat, as detailed in ADRA Denmark's Risk Register, and when significant changes occur. The ADRA staffing situation is reported to the Board at every Board meeting and discussed regularly.	works in the National Audit Office and also has long experience from postings in Africa. ADRA DK'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.	By March 2020	ADRA DK	Assessing the staff needs is an integrated part of our day-to-day management, particularly when recruiting new staff. Also, it is a regular part of organisational development and an integrated part of the annual staff performance appraisals. As a regular part of organisational development, we will continue to assess the needs of the organisation and ensure that staff capacity can meet those needs. This will also be integrated in the development of the new strategy for the 2020-2024 period, which includes programmatic as well as organisational objectives.	We regard this task as completed. We still assess staff needs on a continuous basis. During the last years, we have upgraded programme team competences with 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	We agree that there is a need for this and have been discussing it with our partners for some time. We will continue to work closely with our partners to develop more integrated exit plans, with a focus on sustainability, for all our programme activities, and particularly in the ASC programme. The specific issue of phasing out support to Community Based Groups will also be included in the agenda for our next Partner Workshop.	Sustainability analysis is an inherent part of our programme planning processes. Exit strategies for Community Based Groups is discussed with our partners as part of any planning process, but a benchmark system is yet to be decided. Sustainability and exit strategies will be part of the discussions on nexus, which will be on the agenda for our next Partner Workshop planned for November 2022.

Recommendations 2019	Proposed deadline for follow-up	Responsible	ADRA DK management response March 2020	2022 update
R5: ADRA DK should articulate and verify the added value of implementing the current activities in Sudan and Ethiopia as a regional RIHA programme by assessing the synergies, challenges and opportunities. ADRA DK should also ensure that lessons learned from past implementation of Community Action Plans are analysed and thoroughly dealt with in the RiHA programme.	By January 2020	ADRA DK	Although we do not necessarily agree with the findings of the review in relation to the challenges with the RiHA programme, we can agree that the added value of the programme approach should be better articulated. The integration and sharing of lessons learned (not only from CAP, but also from VSLA, FFS, FMS etc.) is an inbuilt component of the RiHA programme, so this is taking place throughout the programme and subsequently documented in all relevant reports. Most recently, November 2019, participants from the four projects under the RiHA programme participated in a joint workshop in Gode, Ethiopia, sharing activity updates from each project, presentations on relevant project topics, plenary and group discussions and feedback sessions. An exchange visit also took place in West Darfur in December 2019, where experiences, challenges and approaches were shared between the various project staff. These processes have been detailed in respective workshop and exchange visit reports.	The programmatic learning activities in the RiHA programme have continued. Four-day exchange workshops were held both in 2020 (in Sudan) and 2021 (in Ethiopia), and exchange visits have also taken 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.	By July 2020	ADRA DK	We are already working on this and will maintain it as a priority after the completion of the strategic development process. We have drafted an initial approach paper, which will be used as the foundation for a review of our work within the nexus. We are also exchanging experience on working in the nexus with like-minded organisations such as Caritas and DanChurchAid. A review of our project activities and approaches will add value to and allow us to finalise	A review of our nexus activities took place in 2021. The learnings from this study have been used for our programming, e.g. the SPA 2.0 application process.

Recommendations 2019	Proposed deadline for follow-up	Responsible	ADRA DK management response March 2020	2022 update
			our approach paper based on the cases and learnings documented in the review.	
R7: ADRA DK should lift the narrative reporting to the broader strategic level of social change with reference to established baselines and/or targets. This could be achieved by revisiting and adjusting the results/outcome indicators (in the Summary Results Framework) and ToCs for the selected change areas (Lot CIV and Lot HUM) in close coordination with CO programme staff. Furthermore, results reporting should reflect ADRA DK's aim of targeting the poorest and most vulnerable groups.	Ongoing	ADRA DK	A review of our M&E framework for Lot CIV has been pending for some time. This is already a focus area for our new MEAL Adviser and a part of our upcoming SPA application process. Capacity building of partners will be a focus over the coming period, and a new framework for 2022-2025 will be developed.	The Summary Results Framework has been updated and all SPA indicators include targets. The indicators for the RiHA programme have been more thoroughly updated 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 training has been carried out. In the new SPA, a Summary Results Frameworks has been developed, which cover all the 7 countries involved in the intervention with crosscutting, mandatory indicators including targets.
R8: ADRA DK should develop a strategy for how to deal with COs that are not delivering satisfactory and consider the overall effectiveness between continuing capacity strengthening of existing COs relative to shifting resources and efforts to other countries or non-ADRA CSOs.	By June 2020	ADRA DK	We see the value and strength in building the capacity of local organisations, such as our ADRA partners, so trying to address issues in partnership will almost always be our first priority. However, our mandate is to address poverty, injustice and suffering and therefore effective programming and partnerships are a high priority for us. This is also why we monitor our programmes closely and have an ongoing dialogue with our partners. If implementation is not proceeding as planned, we may decide to reallocate funds from one partner country to another. We will, however, develop some more considerations on what to do when partner	As mentioned in 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.

Recommendations 2019	Proposed deadline for follow-up	Responsible	ADRA DK management response March 2020	2022 update
			performance/management threatens the impact of programme activities. These considerations will be integrated into our Approach to Partnership paper. We also want to avoid the risk of becoming vulnerable to the impact of poor performance and are considering new partners/countries for the coming period. Last, but not least, we have revised our Partnership Agreement template to ensure that both ADRA Denmark and the partner can terminate it with immediate effect in case of serious breach of the terms of the agreement.	
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	<p>We do not necessarily agree with the rationale for this recommendation, which we believe builds on an inaccurate perception of our advocacy work. Apparently, the Review Team perceives <i>scaling up a project approach</i> as advocacy. While we acknowledge that documentation and evidence are vital for scaling up good practices, we see this as a rather limited perception of advocacy. But with regard to scaling up, we see FMS as a really effective approach, which we will continue to test and document, and we are already working alongside our partners to advocate for its adoption in as many different contexts and organisations as possible, including the FAO.</p> <p>Having said that, we also believe that good documentation and evidence-based advocacy are powerful tools for identifying issues, mobilising people and creating change. We will therefore continue to work with our partners to strengthen our</p>	Nothing to add.

Recommendations 2019	Proposed deadline for follow-up	Responsible	ADRA DK management response March 2020	2022 update
			and their ability to document issues that are affecting local communities and to identify national platforms for lifting up their voices.	
R10: ADRA DK should for each CO and project/programme, systematically map the financial risks related to e.g. context, type of activities, staffing, track-record etc. and tailor the financial monitoring and capacity development response accordingly.	By June 2020	ADRA DK	We agree and will take up a more risk-oriented angle on the approach. We have an ongoing focus on this, and are establishing further collaboration between ADRA supporting offices, to conduct joint financial monitoring visits. Also, we have already hired an external controller to strengthen our capacity for financial monitoring visits and to support financial capacity building of our partners.	Financial monitoring visits take place on a regular basis based on an assessment of risks related to the capacity and portfolio of each office. When not possible to conduct physical visits, our finance team conducts virtual financial monitoring visits following guidelines specifically developed for this purpose. During these visits, financial risks are mapped and measures to counter them are developed.
R11: In collaboration with COs, ADRA DK should work towards defining key performance indicators to facilitate efficiency and effectiveness considerations in the planning and evaluation process. ADRA DK would benefit by linking up with other SPa partners with similar activities to share experiences and gain inspiration.	By end of 2021	ADRA DK	We will, in collaboration with all our partners, work towards including efficiency and effectiveness in the budget and project/programme evaluation process to constantly assess the benefit of the respective groups. Such considerations should further be used towards developing key performance indicators to facilitate efficiency and effectiveness considerations.	The SPA 2.0 has been planned with a Summary Results Framework and crosscutting indicators that cover all our SPA funded activities. A model to assess Value-for-Money has been developed.
R12: In the interest of predictable funding flows, the MFA should work towards ensuring that the SP 2022-2025 award process is completed in good time, preferably end of 2020.	End of 2020	MFA-HMC	We agree with this recommendation.	

Annex 2: Follow-up on recommendations from Financial Monitoring Visit 2021

	Opfølgning på anbefalinger fra UM tilsyn d 21/4-21	Status ADRA DK 04-10-2021	Deadline for færdiggørelse	Status ADRA DK 12-06-22
1	UM anbefaler fortsat at de finansielle projektrapporteringer indeholder narrative forklaringer på større afvigelser eller at der på anden vis skabes sammenhæng til de narrative rapporteringer f.eks. med noter eller referencer. Der bør i tråd hermed ske en systematisk sammenholdelse af narrative og finansielle rapporter fra partnere.	2020 årsrapportering inkluderede finansielle data og vi ønsker at fortsætte med denne udvikling.	Løbende men med resultat april 2022	Finansielle og narrative rapporteringer er allerede nu bedre sammenført, men det er en proces som vi fortsat ønsker at styrke.
2	UM foreslår fortsat, at ADRA overvejer på sigt at samle alle regnskaber i ét hvor der f.eks. anvendes afdelingsdimension i bogføringssystemet til at skelne imellem regnskaberne	Proces er startet og vi forventer at kunne starte 2022 med et regnskab.	1/1-2022	Regnskaberne er pr. 1/1-22 samlet i ét, og vi er gået over til at bruge Business Central og fuld elektronisk bilagshåndtering.
3	UM anbefaler i særlig grad, at månedlige bankafstemninger udarbejdes, attesteres og kontrolleres i overensstemmelse med princippet om funktionsadskillelse og i henhold til ADRA's aktuelle økonomimanual.	Imødekommet og vi har valgt at dele opgaven op så de to internationale controllere fremadrettet laver bankafstemninger på projekterne som bliver godkendt af økonomichefen.	22/4-21	Fuldt implementeret.
4	UM anbefaler at den risikobaserede tilsynsplanlægning dokumenteres, enten narrativt i form af detaljerede referater fra ledelsesgodkendelsen eller ved tilføjelse af en række relevante parametre og noter i selve tilsynsarket.	Der er tilføjet 5 parametre i vores tilsynsark som vi evaluerer tilsynsbesøg ud fra. Derudover modtager vi feedback fra programafdelingen og ADCOM som tilsammen giver overblikket over hvilke tilsyn der skal prioriteres og hvorfor.	1/8-21	Implementeret men stadig mulighed for at blive løbende forbedret.
5	UM anbefaler at ADRA genbesøger manualer og procesbeskrivelser og undgår at have flere dokumenter (med modstridende informationer) om samme emne. Evt. lade økonomimanualen være hoveddokument som blot henviser med links til øvrige procedurebeskrivelser.	Imødekommet, processen er i gang og bliver også testet ved vores kommende HQAI revision og AAL certificering.	Løbende, men end deadline 30/11-21	Vil ligeledes ske løbende og en stor revision vil komme nu hvor vi har skiftet til et nyt regnskabssystem og lagt de tre regnskaber sammen.
6	UM anbefaler at ADRA tydeligt dokumenterer beslutninger om og baggrund for generelle eller midlertidige afvigelser fra retningslinjer samt evaluerer på om en afvigelse giver anledning til en generel ændring af retningslinjer og procedurebeskrivelser.	Imødekommet d. 27/4-21, dokumentet ligger på SharePoint og bliver opdateret løbende.	straks	En log med afvigelser fra administrative guidelines fra alle donorer samt interne guidelines er etableret og bliver løbende

				opdateret når nye hændelser sker.
7	UM anbefaler at ADRA udarbejder procesbeskrivelse for kvalitetssikring og kontrol med bankoplysninger (telefonopkald/triangulering).	Afsnit bliver integreret med den nuværende revidering af vores økonomimanual.	Senest 30/11-21	Er inkluderet i vores økonomimanual så alle nye konti, der skal overføres til, også bliver bekræftet ved en personlig samtale evt. ved et telefonopkald.
8	UM anbefaler, at kontrol af udbuds og indkøbs procedurer og -materiale indgår som et element i guidelines for finansiell monitorering i henhold til formulering i ADRA's aktuelle procurement guideline.	Dette er allerede en del af vores finansielle monitoreringsguideline ved ref. E1, E6, F7 Indkøbs- og udbudsprocesser bliver fulgt iht. vores partners egne politikker.	n/a	Ingen yderligere kommentarer da det allerede er implementeret.
9	UM anbefaler at ADRA overvejer mere konsekvent tilføjelse af deadline for opfølgning på anbefalinger og opfølgningsspunkter i en tilsynsrapport.	Modtaget		Gjort som man bl.a. kan se i dette dokument.
10	UM anbefaler, at ADRA fremadrettet beder revisorer om også at beskrive hvilke emner der er undersøgt i forbindelse med forvaltningsrevision.	Modtaget, følger op til løbende revision.	15-17/11	Gjort i protokollatet. Men vi har løbende dialog om, hvordan dette yderligere kan styrkes.
11	UM anbefaler at ADRA løfter dialogen med ADRA international omkring udvikling af en mere tydelig klagemekanisme/whistle blower-ordning på deres hjemmeside.	Modtaget med tak, opfølgning er i gang og vi forventer meget snart en større synlighed.	løbende	Sker løbende.
12	UM foreslår at ADRA i forbindelse med monitorering af partnere følger mere tæt op på om lokale partnere gennemfører PSHEA og anti-korrupsionskurser.	Modtaget, det er blevet opdateret i templateen for vores partnerskabsaftaler og er en del af de programatiske tilsynsbesøg.	1/8-21	Udover opfølgningen fra sidst har vi arbejdet med dette i forbindelse med vores CHS-certificering.



**Final Accounts for
Danida Strategic Partnership
Agreement (HUM and CIV)
2021**

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

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

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MANAGEMENT's ENDORSEMENT

Hereby the final accounts for the Strategic Partnership Agreement 2021. 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, 2021.
- 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, 09 June 2022



Katrine Skamris
Finance Director



Independent auditors statement will as approved be submittet around june 23.

ACCOUNTING REPORT

Grant

On the 9th of February 2021, Danida granted a total of 36,000 TDKK towards ADRA Denmark's Strategic Partnership Agreement for 2021. ADRA Denmark is a Strategic Partner of Danida for the period covering 2018-2021, after which ADRA Denmark must reapply for a partnership agreement.

The grant for 2021 is divided as follows:

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

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

Budget

On the 31st of August 2021, ADRA Denmark submitted revisions to the Lot CIV and Lot HUM budgets to Danida. Furthermore, another revision was submitted 15th of December 2021 to accommodate the opportunity for a non-cost extension of 5 % of the total commitment if any funds was left. Both budget revisions were approved by Danida.

Budget deviations

2021 was a year where activities were still affected by COVID-19 but more normal than 2020. The delays in programme implementation incurred due to COVID-19 led to a slight underspending for both Lots. However, seen over a 4-year period with a total commitment of 148 mio. DKK, the interventions were implemented more or less as planned with an acceptable burn rate, leading to the results outlined in the 2018-21 Performance Report.

Specific for Lot HUM: Relating to the funds for “Innovation” there has been an underspend of 58%. The underspending is due to COVID-19 restrictions, which made it difficult to implement the planned activities and hence the project became delayed, and an adjustment of the activities and budget was made.

The total Flex funds contribution was at 1.551 TDKK where 1.460 TDKK was spend on joint programmes within the ADRA Network but also on a stand-alone project to respond to the conflict in West Darfur.

Specific for Lot CIV: “Global” and “Innovation” funds have had underspending of 23 % and 37 % respectively. Again the underspending was mainly due to COVID-19 restrictions and the related changes of plans and cancelling of activities.

A slight underspending at 21 % for the engagement in Tanzania is found as ADRA Denmark first started the partnership with ADRA Tanzania in 2020 and due to COVID-19 it was a difficult start up as support visits could not be made as planned.

ADRA Denmark has spent 2,2 % on Project and Programme Related Information” (PRI) based on the SPA CIV expenditure by end of 2021. However, the PRI proportion of the

total SPA CIV expenditure including the no-cost extension period (January–March 2022) will be within the 2% limit.

General:

ADRA Denmark have continued to use Danida funds to co-fund ECHO and EU projects. It is of a high strategic value for ADRA Denmark to have this opportunity as it enables us to reach more people in need.

Funding

In addition to the grant for Lot CIV and Lot HUM of 36,000 TDKK, there was an opening balance from 2020 of which 47 TDKK related to unspent Lot CIV funds and 2.317 TDKK related to unspent Lot HUM funds, where 51 TDKK is flexible funds.

Unfortunately, ADRA Denmark had to pay negative interest for the first time in 2021 for a total of 39 TDKK for Lot CIV and 29 TDKK from Lot HUM. Both amounts are deducted in the final accounts.

Own financing in 2021 comes from three different sources of funding. As indicated in the budget we have used some of the granted funding from “Danmarks Indsamlingen” but further to that we have additional private funding to Sudan from our Christmas campaign and a grant from the Novo Nordisk foundation.

Unspent balance

As of December 31, 2021, the accounts for the Strategic Partnership Agreement show a total consumption of 35,317 TDKK. Leaving a balance of 2.979 TDKK that is split between Lot CIV with 1.057 TDKK and Lot HUM with 122 TDKK.

Further to this we have carried over 1.050 TDKK for Lot CIV and 750 TDKK for Lot HUM as we have received an approval of the non-cost extension of 5 % of the total commitment excl. funds transferred from last year.

Leaving a balance at 1.179 TDKK that will be paid back to Danida after submission of the final report at 15th of June 2022.

Final and unsettled project accounts

There is no unsettled project account in 2021.

The only internally outstanding issue is three audit reports from our joint programmes within the ADRA network. The full ADRA DK contribution to these three emergency projects is incurred as the projects have been implemented and it is only the audit reports, which are outstanding, we do not expect any unsettled amounts. ADRA Denmark takes the full responsibility to follow up on the three outstanding audits. The audits are ongoing but just not finalised in time for the reporting deadline to Danida.

LOT CIV Final audited accounts 2021

Audited accounts for organisations qualified for a strategic partnership 2018-2021

Summary - audited accounts 2021

Organisation: ADRA Danmark

Lot: CIV

Amounts in 1.000 DKK

Summary	BUDGET	ALLOCATED (flexible and unallocated funds)	REVISED BUDGET	ACTUALS	SHARE of PPA
Income					
Own Financing of activities (lot CIV and lot LAB)					
Cash funds (min. 5% of PPA (excl. cash funds))	1.300		1.100	813	
Co-financing	4.000		3.725	17.208	
Total - Own Financing	5.300		5.300	18.021	
Partnership Engagement - MFA funds					
Commitment	21.000		19.950	19.950	
Funds transferred from previous year	0		47	47	
Interest	0		0	-39	
Funds returned from programmes/partners*	0		0		
Total - MFA funds	21.000	0	19.950	19.958	
MFA funds + cash funds from own financing	22.300	0	21.050	20.771	

Liquidity accounting - MFA funds

Amounts in DKK (not rounded)

Opening balance (MFA funds)	46.742
Grant-income received from MFA	21.000.000
Interest earnings (or cost)	(38.508)
Returned from partners	
Other	-
Liquidity (disposable income)	21.008.234
Programme expense payments	17.603.582
Other (admin. and audit)	1.298.070
Bank payments, total	18.901.652
Closing balance (MFA funds)	2.106.582
NCE approved budget, 2022 commitment	1.050.000
Closing balance, (MFA funds)	1.056.582
Balance receivable from MFA	

Expenses					
<i>Outcome 1 - Civil society organisations and groups are strengthened and empowered to hold duty bearers to account</i>	6.904	-	6.356	6.200	34,4%
<i>Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods</i>	11.107	-	11.729	11.019	61,1%
Innovation	1.300	-	1.085	824	4,6%
Unallocated/Flexible funds	1.177	0	-	n.a	
Total PPA	20.488	0	19.170	18.043	100,0%
Project and programme related information (PRI)	375		375	373	2,1%
Audit	63		57	57	0,3%
Admin. fee (max. 7% of MFA funds excl. admin fee)	1.374		1.308	1.241	6,9%
Total (total MFA funds + own cash funds)	22.300	0	20.910	19.715	-11,6%
<i>of which is MFA funds - expenses</i>	21.000		19.810	18.902	
Balance (unspent MFA funds)	0		140	1.056	
Cost category-specification of PPA					
Direct activity cost	3.101	0	2.762	3.381	18,7%
Implementation by local partners	13.885	0	14.673	12.984	72,0%
Programme support cost	1.025	0	650	1.477	8,2%
Unallocated /Flexible funds	1.177	0	0		
Total	19.188	-	18.085	17.842	98,9%
Geographic specification of PPA					
Priority and non-priority					
Priority countries	16.400	-	16.982	15.984	88,6%
Non-priority countries					
Global programmes	1.611	-	1.102	1.235	6,8%
Innovation (location not specified)	1.300	0	1.142	824	4,6%
Unallocated /Flexible funds	1.177	0	0		
Total	20.488	-	19.227	18.043	100,0%

Year	Opening	Commitment	Income (MFA)	Balance receivable
2018	-	21.000.000	21.000.000	-
2019		21.000.000	21.000.000	-
2020		21.000.000	21.000.000	-
2021		21.000.000	21.000.000	-
Total	-	84.000.000	84.000.000	-

Annual interest earnings (cost)

Year	Interest
2018	-
2019	25.000
2020	-
2021	(38.508)
Total	(13.508)

Compliance data			
Frames/ceilings for funding of specific categorie	2021	2021	2021
Cash funds (min. 5 % of PPA excl. own financing (cash funds))	6,8%	6,1%	4,7%
Own financing (cash funds and co-financing) (min. 20 % of PPA excl. own financing (cash funds))	27,6%	29,3%	104,6%
Project and programme related information (max. 2 % of PPA excl. own financing (cash funds))	2,0%	2,1%	2,2%
Innovation funds (max. 10 % of total MFA funds)	6,2%	5,7%	4,1%
Administration (max. 7 % of MFA funds excl. administration fee)	7,0%	7,1%	7,0%
Geographical alignment (priority countries/regions min. 50 % of total allocation for countries/regions)	100%	100%	100%
Transfer of unspent funds to next year (max. 15% of commitment, except final year)	0%	1%	5%
*PPA (Programme and Project Activities) includes outcome allocated activities as well as innovation and unallocated/flexible funds.			

Geographical and outcome specification of PPA 2021

Organisation: ADRA Danmark

Lot: CIV

Amounts in 1.000 DKK

	BUDGET	ALLOCA TED (flexible and	REVISED BUDGET 15-12-21	ACTUALS	DEVIATION (from initial budget)
Programme and project activities, incl. own contribution (cash funds)					
Priority countries/regions*					
Uganda	5.850		5.191	5.170	-11,6%
Outcome 1 - 1.Civil society organisations and groups are strengthened and empowered to hold duty bearers to account	3.510		3.115	4.136	17,8%
Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods	2.340		2.076	1.034	-55,8%
Etiopien	3.300		3.025	3.126	-5,3%
Outcome 1 - 1.Civil society organisations and groups are strengthened and empowered to hold duty bearers to account	825		756	625	-24,2%
Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods	2.475		2.269	2.501	1,1%
Sudan	3.300		3.187	3.192	-3,3%
Outcome 1 - 1.Civil society organisations and groups are strengthened and empowered to hold duty bearers to account	825		797	638	-22,6%
Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods	2.475		2.391	2.554	3,2%
Sudan - Match EU	1.000		1.900	913	-8,7%
Outcome 1 - 1.Civil society organisations and groups are strengthened and empowered to hold duty bearers to account	250		475	183	-27,0%
Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods	750		1.425	730	-2,6%
Sudan - Match ECHO	150		590	738	391,7%
Outcome 1 - 1.Civil society organisations and groups are strengthened and empowered to hold duty bearers to account	150				-100,0%
Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods			590	738	
Sudan - TMP Bridge			829	620	
Outcome 1 - 1.Civil society organisations and groups are strengthened and empowered to hold duty bearers to account			207	124	
Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods			621	496	
Tanzania	2.800		2.261	2.225	-20,5%
Outcome 1 - 1.Civil society organisations and groups are strengthened and empowered to hold duty bearers to account	700		565		-100,0%
Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods	2.100		1.695	2.225	6,0%
Priority countries/regions - total	16.400		16.982	15.984	-2,5%
Global / Interregional activities					
Interregional	1.611		1.102	1.235	-23,4%
Outcome 1 - Civil society organisations and groups are strengthened and empowered to hold duty bearers to account	644		441	494	-23,3%
Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods	967		661	741	-23,4%
Global in total	1.611		1.102	1.235	-23,4%
Total outcome-allocated programme/project activities	18.011		18.085	17.219	-4,4%
-of which is targeting					
Outcome 1 - Civil society organisations and groups are strengthened and empowered to hold duty bearers to account	6.904		6.356	6.200	-10,2%
Outcome 2 - People affected by poverty and marginalization are supported to enhance their income and livelihoods	11.107		11.729	11.019	-0,8%
Innovation	1.300		1.085	824	-36,6%
Unallocated (LAB / CIV) or flexible (HUM) funds	1.177				
Total PPA	20.488		19.170	18.043	-11,9%

* Engagements may include regional activities. For regional engagements including priority as well as non-priority countries, only activities related to priority countries will count as part of the 50 per cent geographically aligned budget (i.e. in such case the budget for the regional engagement must be divided between the countries covered by the engagement)

Geographical and cost-category specification of PPA 2021

Organisation: ADRA Danmark

Lot: CIV

Amounts in 1,000 DKK

	BUDGET	ALLOCATED (flexible and unallocated funds)	REVISED BUDGET 15-12-21	ACTUALS	DEVIATION (from initial budget)
Programme and project activities, incl. own contribution (cash funds)					
Priority countries/regions*					
<i>Uganda</i>	5,850		5,191	5,170	-11,6%
A1 - Direct activity cost	350		299	252	
A2 - Direct transfers to local partners	4,240		4,197	4,204	
A2 - Direct transfers to local partners, DI part	1,000		600	545	
A3 - Programme Support Cost	260		95	169	
<i>Ethiopia</i>	3,300		3,025	3,126	-5,3%
A1 - Direct activity cost	374		273	287	
A2 - Direct transfers to local partners	2,749		2,668	2,660	
A3 - Programme Support Cost	177		83	180	
<i>Sudan</i>	3,300		3,187	3,192	-3,3%
A1 - Direct activity cost	310		261	388	
A2 - Direct transfers to local partners	2,813		2,784	2,601	
A2 - Direct transfers to local partners, Christmas campaign			67	67	
A3 - Programme Support Cost	177		75	136	
<i>Sudan - EU match</i>	1,000		1,900	913	-8,7%
A1 - Direct activity cost	81		154	153	
A2 - Direct transfers to local partners	865		1,694	716	
A3 - Programme Support Cost	54		52	44	
<i>Sudan - ECHO match</i>	149		590	738	393,5%
A1 - Direct activity cost	106		66	413	
A2 - Direct transfers to local partners	35		502	65	
A2 - Direct transfers to local partners, Novo Nordisk				201	
A3 - Programme Support Cost	8		22	58	
<i>Sudan - TMP Bridge</i>			829	620	
A1 - Direct activity cost			68	5	
A2 - Direct transfers to local partners			760	572	
A3 - Programme Support Cost				43	
<i>Tanzania</i>	2,800		2,261	2,225	-20,5%
A1 - Direct activity cost	483		675	616	
A2 - Direct transfers to local partners	2,183		1,096	1,376	
A2 - Direct transfers to local partners, Private funding			303		
A3 - Programme Support Cost	134		186	234	
Priority countries/regions - total	16,400		16,982	15,984	-2,5%
Global / Interregional activities					
<i>Interregional</i>	1,611		1,102	1,235	-23,4%
A1 - Direct activity cost	1,397		966	791	
A2 - Direct transfers to local partners					
A3 - Programme Support Cost	214		136	444	
Global in total	1,611		1,102	1,235	-23,4%
Innovation (note 1)					
<i>(Geographic focus unspecified)</i>	1,300		1,142	824	-36,6%
A1 - Direct activity cost				477	
A2 - Direct transfers to local partners				179	
A3 - Programme Support Cost				169	
Innovation in total	1,300		1,142	824	
Total cost category-allocated programme/project activities	19,311		19,227	18,043	-6,6%
-of which is					
A1 - Direct activity cost	3,101		2,762	3,381	9,0%
A2 - Implementation by local partners	13,885		14,673	12,984	-6,5%
A3 - Programme support cost	1,025		650	1,477	44,1%
Unallocated (LAB / CIV) or flexible (HUM) funds	477				
Total PPA	19,788		19,227	18,043	-8,8%

* Engagements may include regional activities. For regional engagements including priority as well as non-priority countries, only activities related to priority countries will count as part of the 50 per cent geographically aligned budget (i.e. in such case the budget for the regional engagement must be divided between the countries)

Own Financing and Co-financing 2021				
Organisation: ADRA Danmark				
Lot: CIV				
Amounts in 1.000 DKK				
Own financing (cash funds) only lot CIV and LAB	BUDGETS	BUDGETS		
	10-11-20	revised 15-12-21		ACTUALS
Own financing (cash funds) only lot CIV and LAB				
Collections: Danmarks indsamlingen, Uganda	1.000	1.100		545
Donations: Private donor to TZ FMS project	300			-
Donations: Christmas collection, Sudan				67
Novo Nordisk fonden - Sudan				201
Total - own financing (cash funds)	1.300	1.100		813
Co-financing				
Co-financing				
EUROPEAID - Sudan, TMP	1.000			1.554
ADRA Network partners	3.000			1.249
ECHO - Sudan, CEIRC				10.813
ECHO - Sudan, SERPA		3.725		3.592
Total - co-financing	4.000	3.725		17.208
Total - own financing (cash funds and co-financing)	5.300	4.825		18.021
Short narrative on own-financing:				
1) Own financing is provided by Danmarks Indsamling, Childrens Right to Education in Karamoja as the project runs through 2022.				
2) Funding from Novo Nordisk for livelihood activities in a refugee camp in Sudan, White Nile.				
3) Private collections from ADRA's christmas campaign for seed distribution in Sudan, Darfur.				

Co-financing and other funding sources

Organisation: ADRA Danmark

Lot: CIV

Amounts in 1.000 DKK

Actual spending i 2021 in DKK							
Sudan	Partnership engagement	Other DANIDA funding	Organisation's own contribution	Novo Nordisk	ECHO	EU	Total
Total	5.630	482	74	201	13.996	1.044	21.427
Percentage	26,28%	2,25%	0,35%	0,94%	65,32%	4,87%	
Actual spending i 2021 in DKK							
Uganda	Partnership engagement	Other DANIDA funding	Organisation's own contribution	Danmarks Indsamlingen	Donor 2	Donor 3	Total
Total	4.949		1.013	545			6.507
Percentage	76,06%	0,00%	15,57%	8,38%	0,00%	0,00%	
Actual spending i 2021 in DKK							
Ethiopia	Partnership engagement	Other DANIDA funding	Organisation's own contribution	Donor 1	Donor 2	Donor 3	Total
Total	3.755	352	58				4.165
Percentage	90,16%	8,45%	1,39%	0,00%	0,00%	0,00%	
Actual spending i 2021 in DKK							
Tanzania	Partnership engagement	Other DANIDA funding	Organisation's own contribution	Donor 1	Donor 2	Donor 3	Total
Total	2.381						2.381
Percentage	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	

LOT HUM Final audited accounts 2021

Model for audited accounts for organisations qualified for a strategic partnership 2018-2021

Summary - audited accounts 2021

Organisation: ADRA Danmark

Lot: HUM

Amounts in 1.000 DKK

Summary	BUDGET	ALLOCATED (flexible and unallocated funds)	REVISED BUDGET 15-12-21	ACTUALS	SHARE of PPA
Income					
Own Financing of activities (lot CIV and lot LAB)					
Cash funds (min. 5% of PPA (excl. cash funds))			0	0	
Co-financing			0	0	
Total - Own Financing	0		0	0	
Partnership Engagement - MFA funds					
Commitment	15.000		14.250	14.250	
Funds transferred from previous year	0		2.317	2.317	
Interest	0		0	-29	
Funds returned from programmes/partners*	0		0		
Total - MFA funds	15.000	0	14.250	16.538	
MFA funds + cash funds from own financing	15.000	0	14.250	16.538	

Liquidity accounting - MFA funds

Amounts in DKK (not rounded)

Opening balance (MFA funds)	2.316.896
Grant-income received from MFA	15.000.000
Interest earnings (or cost)	(29.047)
Returned from partners	-
Other	-
Liquidity (disposable income)	17.287.849
Programme expense payments	15.300.382
Other	1.115.293
Bank payments, total	16.415.675
Closing balance, before NCE (MFA funds)	872.174
NCE commitment, 2022	750.000
Closing balance, (MFA funds)	122.174
Balance receivable from MFA	

Expenses					
Outcome 1 - Vulnerable groups experience increased protection	3.950	89	4.488	4.158	27,2%
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)	6.847	1.335	7.452	9.512	62,2%
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods	1.523	36	1.838	1.562	10,2%
					0,0%
					0,0%
Innovation	162		209	68	0,4%
Unallocated/Flexible funds	1.500		1.462	n.a	
Total PPA	13.982	1.460	15.449	15.301	100,0%
Project and programme related information (PRI)			0	0	0,0%
Audit	38		34	41	0,3%
Admin. fee (max. 7% of MFA funds excl. admin fee)	981		1.084	1.074	7,0%
Total (total MFA funds + own cash funds)	15.000	1.460	16.567	16.416	9,4%
<i>of which is MFA funds - expenses</i>	15.000		16.567	16.416	
Balance (unspent MFA funds)	0		-2.317	122	
Cost category-specification of PPA					
Direct activity cost	1.816	101	1.477	1.400	9,2%
Implementation by local partners	9.980	1.221	11.923	13.217	86,4%
Programme support cost	523	137	378	683	4,5%
Unallocated /Flexible funds	1.500	-1.460	40		
Total	13.819	(0)	13.818	15.301	100,0%
Geographic specification of PPA					
Priority and non-priority					
Priority countries	11.630	1.098	13.144	14.387	94,0%
Non-priority countries	-	184		184	1,2%
Global programmes	689	178	634	662	4,3%
Innovation (location not specified)	162	0	209	68	0,4%
Unallocated /Flexible funds	1.500	0	1.462		
Total	13.981	1.460	15.449	15.301	100,0%

Year	Opening	Commitment	Income (MFA)	Balance receivable
2018	-	15.000.000	15.000.000	-
2019		15.000.000	15.000.000	-
2020		19.000.000	19.000.000	-
2021		15.000.000	15.000.000	-
Total	-	64.000.000	64.000.000	-

Annual interest earnings (cost)

Year	Interest
2018	
2019	
2020	
2021	(29.047)
Total	(29.047)

Compliance data			
Frames/ceilings for funding of specific categorie	2021	2021	2021
Cash funds (min. 5 % of PPA excl. own financing (cash funds))	N/A	N/A	N/A
Own financing (cash funds and co-financing) (min. 20 % of PPA excl. own financing (cash funds))	N/A	N/A	N/A
Project and programme related information (max. 2 % of PPA excl. own financing (cash funds))	N/A	N/A	N/A
Innovation funds (max. 10 % of total MFA funds)	1,1%	1,5%	0,4%
Administration (max. 7 % of MFA funds excl. administration fee)	7,0%	7,0%	7,0%
Geographical alignment (priority countries/regions min. 50 % of total allocation for countries/regions)	100%	100%	100%
Transfer of unspent funds to next year (max. 15% of commitment, except final year)	0%	-16%	1%
*PPA (Programme and Project Activities) includes outcome allocated activities as well as innovation and unallocated/flexible funds.			

Geographical and outcome specification of PPA 2021

Organisation: ADRA Danmark

Lot: HUM

Amounts in 1.000 DKK

	BUDGET	ALLOCA TED (flexible and	REVISED BUDGET 15-12-21	ACTUALS	DEVIATION (from initial budget)
<i>Programme and project activities, incl. own contribution (cash funds)</i>					
Priority countries/regions*					
<i>South Sudan - BRES</i>	4.850		4.703	4.846	-0,1%
Outcome 1 - Vulnerable groups experience increased protection	1.455		1.411	1.454	-0,1%
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)	3.395		3.292	3.392	-0,1%
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods					
<i>Syria - VCD</i>	3.100		3.420	3.294	6,3%
Outcome 1 - Vulnerable groups experience increased protection	310		342	329	6,3%
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)	2.325		2.565	2.471	6,3%
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods	465		513	494	6,3%
<i>Syria - match ECHO ASPIRE</i>			100	138	
Outcome 1 -Vulnerable groups experience increased protection			10	14	
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)			90	125	
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods					
<i>Syria - match ECHO RECOVER</i>			130	48	
Outcome 1 -Vulnerable groups experience increased protection			13	5	
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)			117	43	
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods					
<i>Yemen</i>	3.680		3.592	3.743	1,7%
Outcome 1 -Vulnerable groups experience increased protection	1.840		1.796	1.872	1,7%
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)	920		898	936	1,7%
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods	920		898	936	1,7%
<i>Yemen - Tigray respons</i>		317	1.200	1.536	
Outcome 1 -Vulnerable groups experience increased protection			600	154	
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)		317	300	1.382	
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods			300		
<i>Ethiopia, Tigray - FLEX</i>		330		330	
Outcome 1 -Vulnerable groups experience increased protection					
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)		330		330	
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods					
<i>Sudan, West Darfur - FLEX</i>		451		451	
Outcome 1 -Vulnerable groups experience increased protection					
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)		451		451	
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods					
Priority countries/regions - total	11.630	1.098	13.144	14.387	23,7%

Non-priority countries/regions					
<i>Indien - FLEX</i>					
Outcome 1 - Vulnerable groups experience increased protection		184		184	
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)		184		184	
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods					
Non-priority countries/regions- total		184		184	
Global / Interregional activities					
<i>Interregional</i>					
Outcome 1 -Vulnerable groups experience increased protection	690	178	634	662	-4,0%
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)	345	89	317	331	-4,0%
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods	207	54	190	199	-4,0%
	138	36	127	132	-4,0%
Global in total	690	178	634	662	-4,0%
Total outcome-allocated programme/project activities					
	12.319	1.460	13.778	15.233	23,7%
<i>-of which is targeting</i>					
Outcome 1 -Vulnerable groups experience increased protection	3.950	89	4.488	4.158	5,3%
Outcome 2 - Conflict affected people experience increased access to basic services (e.g. education, health, water & sanitation)	6.847	1.335	7.452	9.512	38,9%
Outcome 3 - Conflict affected people are supported to enhance their income and livelihoods	1.523	36	1.838	1.562	2,6%
Innovation	162		209	68	-58,1%
Unallocated (LAB / CIV) or flexible (HUM) funds	1.500	-1.460	40		
Total PPA	13.981		14.027	15.301	9,4%
* Engagements may include regional activities. For regional engagements including priority as well as non-priority countries, only activities related to priority countries will count as part of the 50 per cent geographically aligned budget (i.e. in such case the budget for the regional engagement must be divided between the countries covered by the engagement)					

Geographical and cost-category specification of PPA 2021
Organisation: ADRA Danmark
Lot: HUM

Amounts in 1.000 DKK

	BUDGET	ALLOCATED (flexible and unallocated funds)	REVISED BUDGET 15-12-21	ACTUALS	DEVIATION (from initial budget)
Programme and project activities, incl. own contribution (cash funds)					
Priority countries/regions*					
<i>South Sudan - BRES</i>	4.850		4.703	4.846	-0,1%
A1 - Direct activity cost	433		394	357	
A2 - Direct transfers to local partners	4.212		4.178	4.182	
A2 - Direct transfers to local partners - Covid 19 mitigation				161	
A3 - Programme Support Cost	205		130	146	
<i>Syria - VCD</i>	3.100		3.420	3.294	6,3%
A1 - Direct activity cost	424		183	188	
A2 - Direct transfers to local partners	2.545		3.177	2.972	
A3 - Programme Support Cost	131		61	134	
<i>Syria - match ECHO ASPIRE</i>			100	138	
A1 - Direct activity cost			68	107	
A2 - Direct transfers to local partners			7		
A3 - Programme Support Cost			25	31	
<i>Syria - match ECHO RECOVER</i>			130	48	
A1 - Direct activity cost			48	48	
A2 - Direct transfers to local partners			65		
A3 - Programme Support Cost			18		
<i>Yemen</i>	3.679		3.591	3.743	1,7%
A1 - Direct activity cost	301		248	176	
A2 - Direct transfers to local partners	3.223		3.267	3.462	
A3 - Programme Support Cost	155		76	106	
<i>Yemen - Tigray</i>		317	1.200	1.536	
A1 - Direct activity cost				0	
A2 - Direct transfers to local partners, 2020 unspent funds			1.200	1.219	
A2 - Direct transfers to local partners, FLEX		317		317	
A3 - Programme Support Cost					
<i>Ethiopia, Tigray - FLEX</i>		330		330	
A1 - Direct activity cost					
A2 - Direct transfers to local partners		330		330	
A3 - Programme Support Cost					
<i>Sudan, West Darfur - FLEX</i>		451		451	
A1 - Direct activity cost		60		60	
A2 - Direct transfers to local partners		391		391	
A3 - Programme Support Cost					
Priority countries/regions - total	11.630	1.098	13.144	14.387	23,7%
Non-Priority countries/regions - total					
<i>Indien - FLEX</i>		184		184	
A1 - Direct activity cost					
A2 - Direct transfers to local partners		184		184	
A3 - Programme Support Cost					
Non-Priority countries/regions - total		184		184	
Global / Interregional activities					
<i>Interregional</i>	689	178	634	662	-3,9%
A1 - Direct activity cost	657		536	375	
A1 - Direct activity cost - FLEX		41		41	
A2 - Direct transfers to local partners			30		
A3 - Programme Support Cost	32		69	109	
A3 - Programme Support Cost - FLEX		137		137	
Global in total	689	178	634	662	-3,9%
Innovation					
<i>(Geographic focus unspecified)</i>	162		209	68	-58,1%
A1 - Direct activity cost				47	
A2 - Direct transfers to local partners					
A3 - Programme Support Cost				20	
Innovation in total	162		209	68	
Total cost category-allocated programme/project activities	12.481	1.460	13.987	15.301	22,6%
-of which is					
A1 - Direct activity cost	1.816	101	1.477	1.400	-22,9%
A2 - Implementation by local partners	9.980	1.221	11.923	13.217	32,4%
A3 - Programme support cost	523	137	378	683	30,7%
Unallocated (LAB / CIV) or flexible (HUM) funds	1.500	-1.460	40		
Total PPA	13.981		14.027	15.301	9,4%

* Engagements may include regional activities. For regional engagements including priority as well as non-priority countries, only activities related to priority countries will count as part of the 50 per cent geographically aligned budget (i.e. in such case the budget for the regional engagement must be divided between the countries)

Co-financing and other funding sources
Organisation: ADRA Danmark
Lot: HUM

Amounts in 1.000 DKK

Actual spending i 2021 in DKK							
Syria	Partnership engagement	Other DANIDA funding	Organisation's own contribution	ECHO	Donor 2	Donor 3	Total
Total	3.725	10.155	25	15.873			29.778
Percentage	12,51%	34,10%	0,08%	53,30%	0,00%	0,00%	
Actual spending i 2021 in DKK							
Yemen	Partnership engagement	Other DANIDA funding	Organisation's own contribution	Diverse DK fonde	Donor 2	Donor 3	Total
Total	5.649		156	1.816			7.621
Percentage	74,12%	0,00%	2,05%	23,83%	0,00%	0,00%	
Actual spending i 2021 in DKK							
South Sudan	Partnership engagement	Other DANIDA funding	Organisation's own contribution	Danmarks Indsamlingen	Donor 2	Donor 3	Total
Total	5.185		242	97			5.524
Percentage	93,86%	0,00%	4,38%	1,76%	0,00%	0,00%	

Flexible funds allocation 2021**Organisation: ADRA Danmark****Lot HUM**

Amounts in 1.000 DKK

Flex funds balance**Flex funds budget**

Flexible Funds balance carried forward from previous year	51
Budget	1.500
Flexible funds returned from partners	-
Additional flexible MFA grants	-
Total - Flexible funds budget	1.551

Allocations (see details of individual allocations below)	1.460
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Closing balance (Flex funds budget only)	91
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Allocations**Country/Crisis and partner****Priority countries/regions**

<i>Yemen</i>	317
Respond for Tigray refugees through ADRA Yemen	317
<i>Ethiopia</i>	330
IDP Tigray responds with ADRA Ethiopia	330
<i>Sudan</i>	451
Respond to crises in West Darfur	451
Priority countries/regions - total	1.098

Non-priority countries/regions

<i>India</i>	184
Covid-19 responds during wave in may through ADRA India	184
Non-priority countries/regions- total	184

Global / Interregional activities

<i>Interregional</i>	178
A-1 Direct program support for FLEX allocation	41
A-3 Indirect program support to FLEX allocation	137
	0
Global in total	178

Total allocation of flexible fund	1.460
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Short narrative on flexible funds:

Included in "udmøntningsnoten" send to UM

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 2021. The recognition criteria for costs are when expenses are incurred by the partners except when ADRA Denmark distributes FLEX funds to ADRA International emergency projects as they are funded with different sources of income but an audit report with income specific note is a requirement.

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 our auditor EY. 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 are registered per project based on the actual realized rates on transfers as well as local currencies.

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.