



2021 Performance Report

Strategic Partnership Lot CIV & Lot HUM 2018-2021

CARITAS DENMARK JUNE 2022

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THIS REPORT TO BE READ IN CONJUNCTION WITH:

- Annex I: FINANCIAL STATUS REPORT 2021
- Annex II: SUMMARY RESULTS FRAMEWORK 2018 -2021
- Annex III: REPORT ON THREE CROSS-CUTTING INDICATORS
- Annex IV: EXAMPLES ILLUSTRATING RESULTS (4 cases)





Organisational & Strategic Developments

2018-2021

1. Organisational & Strategic Developments 2018-2021

2021 was a year of both challenge and achievement as Caritas Denmark (CDK) entered into its final year of the Strategic Partnership Agreement 2018-2021. At the start of the year, the COVID-19 pandemic was still hitting hard. The unanticipated shock of the pandemic intensified the strain on humanitarian systems already struggling to cope with existing challenges. Economies and livelihoods were devastated, increasing humanitarian needs and fueling conflicts. That CDK was able to continue its high-quality global engagement despite challenging global context is partly due to the CDK partnership modality with local partners accessing vulnerable communities despite lockdown, partly because of CDK membership of and tapping into the resources of Caritas Internationalis (CI) but certainly also because Caritas Denmark has developed as a professional organization during the period 2018-2021. Much of the positive development is documented by external bodies including the final Review and Capacity Assessment of Caritas Denmark (December 2020) and CHS and CIMS audits (2021).

1.0.1. ENGAGEMENT HIGHLIGHTS AND NEW INITIATIVES DURING 2018-2021

Based on thorough dialogue with local partners, assessment of capacity, strategic match, and comparative advantage, **CDK brought on two new country engagements in the 2018-2021 period.** In 2020 **Caritas Bangladesh** was brought onboard due to their solid work in supporting Rohingya refugees in Cox Bazar with Lot HUM funding, and in 2019 a partnership was established with **Caritas Burkina Faso** (OCADES) with Lot CIV funding. In addition, CDK supported **Caritas Lebanon** in their Beirut blast response with flex funding from MFA, and this later led to establishing long term partnership under SPA II. One learning from the start-up of the new partnerships shows even when in the same Caritas family, the extra time and effort spent on

building the partnership relation and mutual understanding on all aspects is worthwhile.

During the SPA I 2018-2021, CDK initiated a **systematic approach to Innovation**. CDK decided to sign up for membership with the Access2Innovation network. Furthermore, a full-time position as Innovation Advisor was created. CDK has involved Danish start-up companies in search for innovative high-impact solutions to key challenges of our target groups. One of these is *4Life solutions*, which has developed *the SaWa*; a refillable device utilizing the sun to purify drinking water, while protecting the beneficiaries from inhaling unhealthy wood fuel smoke and the environment from deforestation. Another innovative initiative with a Danish start-up was on solar-powered multipurpose kitchens called ECOCA significantly reducing use of firewood and hence contributing to CO2 reduction. Both products were tested with CDK local partners in Uganda co-funded by the Novo Nordisk Foundation (NNF) and the SPA I funding. The impact assessment of the two pilots showed very positive results, demonstrated a huge interest in both products locally, and succeeded in mapping user patterns and behaviours, and to verify the ability for safe usage. While interest in the products is high among target groups, development of a sustainable distribution, maintenance, and financing model continues to be explored as cost per unit is still beyond the reach of the poorest. Learning from the pilots has informed CDK SPA II.

1.0.2. ORGANISATIONAL HIGHLIGHTS 2020-2021

Changes in the management team:

A new General Secretary took up office in August 2019, a new Head of Finance started in January 2020 and finally, a new Head of International Department began in CDK February 2021.

The humanitarian sector is dynamic and new compliance requirements from donors, authorities, alliances, partners and networks continuously develop. CDK also continuously update its procedures and tools to **ensure that the organization is fit for purpose** and operates in a transparent and cost-effective manner. CDK has an International Manual (IM) that specifies process and quality assurance of the CDK project cycle management. It comprises the technical capacity, policies, and tool kits of the global confederation Caritas Internationalis (CI) that CDK taps into. The IM revisions consider inputs and recommendations from various external audits and reviews. (A full list of new and revised policies is available upon request including Gender Policy and Environmental Policy).

CDK underwent its initial CHS audit in 2017 and during the SPA I implementation progress is seen. Between September 2021 and March 2022, **CDK successfully underwent its Recertification Audit** after completing the full CHS 4-year cycle. The audit included desk study, interviews of CDK's staff and remote interview of some CDK local partners and

beneficiary communities in Uganda, Bangladesh, and Niger. The HQAI auditors wrote a tweet in connection with CDK getting its new certificate: *"It is noteworthy that partners have pictured CDK as particular respectful of their independence when supporting them in areas of need, for instance adapting to the COVID-19 pandemic, developing complaint mechanisms or supporting with staff training. CDK is also strongly committed to localisation as illustrated by its project design, long-term involvement with partners, and organisational model for implementing assistance solely through local partners."* CDK has improved score on 7 out of 9 commitments since 2017, including the commitments on Do No Harm, Communication with communities and Complaint handling procedure and mechanism.

Simultaneously with the CHS implementation, CDK continued its support to the roll-out of the Caritas Internationalis Management Standards (CIMS) that all CI members must adhere to.

In 2018 CDK was certified against the CIMS. In late 2021 towards the end of the 4-year cycle CDK did

The revised version of the Management Standards was approved in December 2020 and include:



self-assessment and had external assessment on CIMS. Based on the recommendations, CDK is developing an improvement plan with milestones for the next 4 years. Furthermore, CDK has used the CIMS assessments of its local partners as a framework and point of departure for a dialogue on capacity development. In 2018, three of CDKs local Caritas partners at national level (excl. dioceses) and in 2021 6/6 local partners were assessed on CIMS and five have put in place approved improvement plans and systems for rolling out to diocese level. Globally 77 Caritas members have been assessed and validated against the CIMS since 2016 and 66 of them have ongoing improvement plans. CHS and CIMS are mutually reinforcing and has overlap, in particular in relation to PSEA.

In 2017 CDK, as the first SPA partner, decided to bring forward the commitment of transparency of the Grand Bargain by tracking programme progress in the registry of the *International Aid Transparency Initiative (IATI)* database. There has been in-house capacity building in this area 2018-2021. CDK continues to publish data in the IATI registry. Since mid-2019 CDK has had a full time **Accountability Coordinator** working, among other things, on CHS, CIMS and IATI. CDK spent in 2021 a total of **DKK 176,604** on the CIMS and CHS process of which DKK 133,000 was funded by Lot HUM.

Diversified funding has been discussed during several annual consultations between CDK and MFA. In 2020 CDK went through a comprehensive process for obtaining an ECHO certificate. Deloitte carried out the assessment and while it was indeed very thorough, CDK scored 9/10 in the ex-ante assessment. During 2021 CDK initiated the networking with local ECHO delegations and positioning of local partners in preparations for possibly applications to the ECHO HIPs. This is in line with CDK supporting partners to access funding locally. However, the fact that CDK does not have county offices may constitute an obstacle to winning ECHO grants. CDK had a success rate of 3 out of 3 applications submitted to Novo Nordisk Fonden during the SPA I period. Finally, CDK has accessed extra humanitarian funding from MFA for Bangladesh and Jordan and for COVID-19 responses.

Also on **Human Resource management**, CDK has developed during the SPA I period. CDKs Organizational Handbook and Personnel Manual was re-formulated in 2020. It was referred to in the 2020 MFA Review: *"Interviews with CDK staff confirms that policies are well known by staff and that policies are applied in the day-to-day operational work"*. Recruitment is conducted transparently and in line with CDK's new Children and Vulnerable Adults Safeguarding Policy specifying procedures for Safe Recruitment. A new HR-system for "APV-undersøgelse" and Employment Development Review (MUS) was introduced in 2021 to improve the monitoring of staff welfare, promotion of career development, and to inform distribution of tasks within individual teams.

The CDK systems on financial management have been strengthened during the SPA I period. CDKs financial management and internal control procedures are articulated in updated CDKs Finance and Project Finance Manuals. As a follow up to the 2020 MFA Financial Monitoring recommendations, annual CDK financial monitoring visits to local partners were included in the annual planning cycle. A **full time International Controller** was recruited in August 2020. Annual audited financial statements for 2018, 2019 2020 are unqualified by the Danish auditor. For 2021 it has not yet been completed. The Danish auditor expresses satisfaction with the quality of CDK's accounts and local partner audited financial statements. Preparations for a new ERP-system started end 2021. Finally, it is worthwhile noticing that CDK for the entire SPA period has an under expenditure on Lot CIV at only DKK 1.300 – that is 0,0015%. At Lot HUM the under expenditure is DKK 130.000 – that is 0,1440%. It pays witness to very strong financial monitoring and management.

In early 2021, CDK established a cross organisational **"Greening Group"** to develop and track CDK's commitment to reduce climate change. The group has initiated climate friendly measures within office like better sorting of garbage and is available for advising on green programming. The "Greening Group" colleagues represents CDK in Globalt Fokus and MFA climate change fora and handles reporting against the Rio markers.

1.0.3. GLOBAL HIGHLIGHTS 2018-2021

As a medium size faith based Danish CSO, CDK has continuously used its membership of the Caritas Internationalis network as a leverage to gain influence on strategically important policy agendas. CI is the second largest network of humanitarian organisations globally with access to a network of 162 Catholic sister agencies across the world. CDK is carefully selecting which working groups within the network to engage in.

In 2018-19 CDK chaired **CI Humanitarian Committee**, which was the responsible advisory body for the collective Caritas response in emergencies globally. In the capacity of chair, CDK presented at the CI General Assembly in Rome in June 2019, the humanitarian objectives and envisaged outcomes in the new CI Confederation Strategic Framework 2019-2023. CDK provided input by adding emphasis on preparedness and innovation in the humanitarian response work. Since 2019, CDK has continued to be a member of the **CI Humanitarian Policy Task Force** that is meeting on a monthly basis. It facilitates access to policy discussions among key humanitarian stakeholders including ICVA, OCHA or the Human Rights Council in Geneva. The latter with several statements on Sahel. In 2020 CDK in cooperation with CI and Caritas Africa and Caritas partners in Sahel engaged in the high-level humanitarian event on the Central Sahel with the aim to gather political momentum and mobilize support from donors. Also, CDK actively contributed to a well-recognized **Caritas position paper on localization** that in 2021 was updated with analysis on COVID-19 response and localization. Finally, CDK along with CAFOD (Caritas UK) has been facilitating and funding **HDP nexus research** and policy development within the confederation.

CDK General Secretary in 2019 engaged heavily within CI network on a grim case of SEA in Caritas Central African Republic. The push along with like-minded CI members was instrumental for **adding a fifth CI Management Standard on safeguarding** (as cross cutting standard). It has been rolled out globally since early 2021. The 2020 MFA Review states: *“CDK benefits from the membership of CI in several ways. CI is an influential INGO and influencing CI also means influencing development policy more*

broadly and having a platform to work from. CI has undertaken a global exercise to professionalize the membership, and CDK can amend and adopt systems, policy and strategy as seen fit, thereby enhancing cost-effectiveness”

CDK seek influence in the EU institutions via Caritas Europe (CEU) based in Brussels and being the Caritas representatives in CONCORD and VOICE with a view to influence and access to information vis-a-vis European instruments and policies. CDK has in the SPA I period been represented in the CEU Humanitarian Working Group among others. Similarly, CDK was appointed in 2019 to a smaller CEU 5-member working group that provided strategic input into the development of a new Caritas Europa strategic framework 2020-2025.

CDK throughout the period continued to support **the Grand Bargain** workstream # 2 and the localisation agenda by the organisation’s pledge to the Charter 4 Change (C4C) commitments. Caritas Denmark is a signatory. CDK supports the C4C secretariat financially. It has contributed to a broader understanding of the importance of local partners’ prominent role in local humanitarian responses. In a Danish context CDK continued its engagement in the **Global Fokus** (GF) working group on HDP nexus. CDK brought a localization and faith-based perspective into GF while at the same time picking points from the GF working group into the CI work on HDP nexus. In 2021 CDK was elected to the **Danish Human Rights Council** contributing to the work with a faith-based and global perspective, among other things.

1.0.4. FOLLOW-UP ON LATEST STRATEGIC CONSULTATION

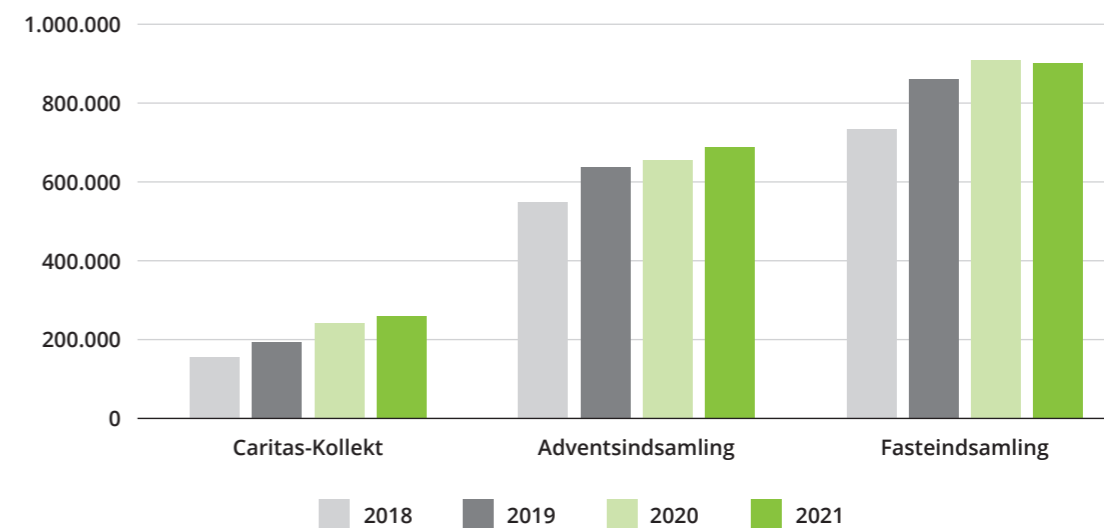
Annual consultation between CDK and MFA took place on 22 September 2022. The follow-up on recommendations from the Review and Capacity Assessment of Caritas Denmark (December 2020) commissioned by the Danish Ministry of Foreign Affairs (MFA) are on track or completed. Two c-cases still open. As the SPA I was coming to an end, a number of country engagements have been externally evaluated with a view to informing future programming. (see details under the county engagements)

1.0.5. INITIATIVES IN DENMARK

CDK’s social work in Denmark is growing. Of relevance to the international work, it is worth noticing that there has been a steady increase in private fundraising from 2018 to 2022. The increase is

visible in CDK’s three annual recurring fundraising campaigns. Own funding is used strategically for instance to respond to “smaller” humanitarian crisis that are not making it to international headlines or to support partners on new innovative initiatives.

RECURRING FUNDRAISING CAMPAIGNS



CARITAS DENMARK SPA 2018-2021 ENGAGEMENTS





Achievement Against Strategic Directions – Global objectives 2018-2021

2. Achievement Against Strategic Directions – Global objectives 2018-2021

The period 2018-2021 saw a global increase of 23% in the number of forcibly displaced persons due to persecution, conflict, violence, human rights violations, and events seriously disturbing public order, bringing the number of forcibly displaced across the globe to an unprecedented 84 million persons in 2021.

Durable solutions for refugees remained aloof. A lack of political will by the international community, conflicting geo-political interests, and disunity among UN Security Council Members hampered efforts to bring – what were in most cases protracted – conflicts to a negotiated end and thereby open for large-scale voluntary repatriation. Resettlement to third countries under UNHCR, running at around 100,000 persons annually in 2018 and 2019, dropped significantly to 34,383 in 2020 and 39,266 in 2021 due to COVID-19 imposed travel restrictions. Throughout the period, most refugees remained close to their country of origin, placing continued financial and socio-economic burdens on low- and middle-income neighbouring host countries and communities, many of whom have been hosting large numbers of refugees for decades. Despite annually coordinated Response Plan funding appeals and pledging conferences, actual funding coverage of Response Plan needs amounted to only 61% in 2018, 63% in 2019, dropping to 50% and 54% respectively in 2020 and 2021¹.

The Syria, South Sudan, and Myanmar conflicts, with CDK refugee response programmes in neighbouring countries, remained throughout the period among the top-five largest humanitarian crises worldwide. In the Sahel, the Mali crisis, military coups, and the spread of violence by non-state armed groups, led to increasing numbers of IDPs,

particularly in 2019 and 2020 in neighbouring countries Burkina Faso and Niger. In Myanmar, the military takeover on 1 February 2021 and subsequent brutal crackdown has led to a deepening humanitarian crisis and increased poverty across the country.

The coronavirus global pandemic which struck at the start of 2020 severely impacted the poor and vulnerable across all CDK countries of operation. Over-stretched, ill-prepared and under-resourced public healthcare services and staff struggled to cope with exponentially rising numbers of COVID-19 patients seeking diagnosis and treatment, while others struggled to access essential medicines for daily management of their chronic diseases. Once developed, COVID-19 vaccines were in practice ordered and procured primarily by developed countries for the benefit of their own populations. By end 2021, under 5% of the population in low-income countries were fully vaccinated and 30% in lower middle-income countries². The social and economic fall-out from nationally imposed lockdowns and mobility restrictions to limit transmission of the coronavirus hit the self-employed, day labourers and informal labour markets particularly hard, resulting in substantially reduced income opportunities and rapidly increasing national poverty rates and inequalities. In response, many were obliged to adopt negative coping mechanisms, exposing themselves to multiple protection risks in the process.

The deepening impact of climate change on the world's poor was also felt across CDK countries of operation. Extreme weather events and climate related disasters, coupled with COVID-19 supply chain disruptions and reduced incomes, have increased food insecurity and malnutrition, particularly in the

¹ <https://fts.unocha.org/appeals/overview/2021>

² <https://www.who.int/news/item/22-12-2021-from-vaccines-to-vaccinations-seventh-meeting-of-the-multilateral-leaders-task-force-on-COVID-19-vaccines-therapeutics-and-diagnostics>

Sahel. Moreover, inter-communal and/or refugee/ IDP-host community tensions over scarce resources and livelihoods threaten social cohesion to varying degrees in all CDK supported countries.

STRATEGIC DIRECTION 1: SAVE LIVES, REBUILDING COMMUNITIES

Between 2018 and 2021, programmes under SPA Lot HUM, including flexible funds and flexible fund top-ups and innovation, **contributed to addressing essential humanitarian needs of 416,868 persons (approximately 70% Refugees or IDPs, and 30% host community members)**. Sectoral needs included in the programmes supported by CDK took account of locally identified needs as well as the sectoral strengths and expertise of Caritas partners in each country. Across CDK's partner-led and implemented humanitarian programmes, the needs of vulnerable individuals, households, and communities within the fields of food security and livelihoods, health and nutrition, WASH, shelter and community infrastructure were addressed.

Where UN or national government-led International Appeals were launched, CDK supported humanitarian programmes were coordinated with and included in said Appeals, and CDK local partners actively participated in cluster and other relevant coordination fora. In Bangladesh, for instance, Caritas Bangladesh co-chaired the shelter working group and played a pivotal role in discussions within the cluster as well as with national and local authorities leading to approval of an upgraded transitional shelter model in the Rohingya refugee camps there.

With COVID-19, local Caritas partners (all of whom are dual mandated to implement humanitarian and development programming) quickly and successfully moved into acute emergency response mode, **adapting their modalities of operation to COVID-19 realities**, and drawing as necessary on local church staff and volunteers, institutions, facilities, and media channels, to expand the response across all their areas of operation and ensure outreach messaging and materials to vulnerable outlying communities in local languages and in culturally appropriate ways. Moreover, given its in-built remote technical and management support nature,

the partnership model practised by CDK with its local partners was not impacted by COVID-19 to the same extent as other partnership models. Investments under SPA I programmes in 2018 and 2019 also proved invaluable when COVID-19 struck. Examples include the capacity-strengthening of Caritas Myanmar national and diocesan staff in emergency preparedness and response, and the introduction, testing and roll-out of repeat prescriptions in Jordan which facilitated and enabled home-delivery of essential medicines to chronic NCD patients during COVID-19 lockdowns.

In collaboration with DK start-up companies, two innovative and award-winning climate-friendly products (a solar cooking stove and a water purifying sack) were piloted and tested in CDK supported refugee and local community settings in Uganda and Myanmar and subsequently improved.

STRATEGIC DIRECTION 2: PROMOTE SUSTAINABLE RURAL DEVELOPMENT

Between 2018 and 2021, programmes under SPA Lot CIV were implemented in Uganda, Myanmar, Burkina Faso, Niger and for a brief period Northeast India. Contextual realities in 2018 and developments over the period have varied considerably in each country. However, programme partners and operations were adapted successfully to prevailing environments and programmes demonstrated impressive outcomes, despite COVID-19 restrictions, military coups and deteriorating security, and a tightening of civil society space and freedoms.

Across CIV countries, SPA programmes expanded the development, resilience and sustainability of local community led and operated Saving and Lending Groups (SLGs) as well as smallholder farmer organisations in Uganda and Myanmar. By end 2021, 278 SLGs, comprising 2877 Members, were organised, trained and functioning, improving household food security and disposable income. In some countries, corollary initiatives were undertaken to further resilience or social cohesion. In Niger, trained community volunteers supported mothers with young children in their communities to enhance nutritional awareness for sound infant child growth and development, and were instrumental in

identifying early malnutrition cases for referral to therapeutic feeding centres and follow-up, while in Burkina Faso and Niger, the formation, training and development of SLGs was undertaken with mixed IDP-host community membership for enhanced social integration and cohesion at community levels.

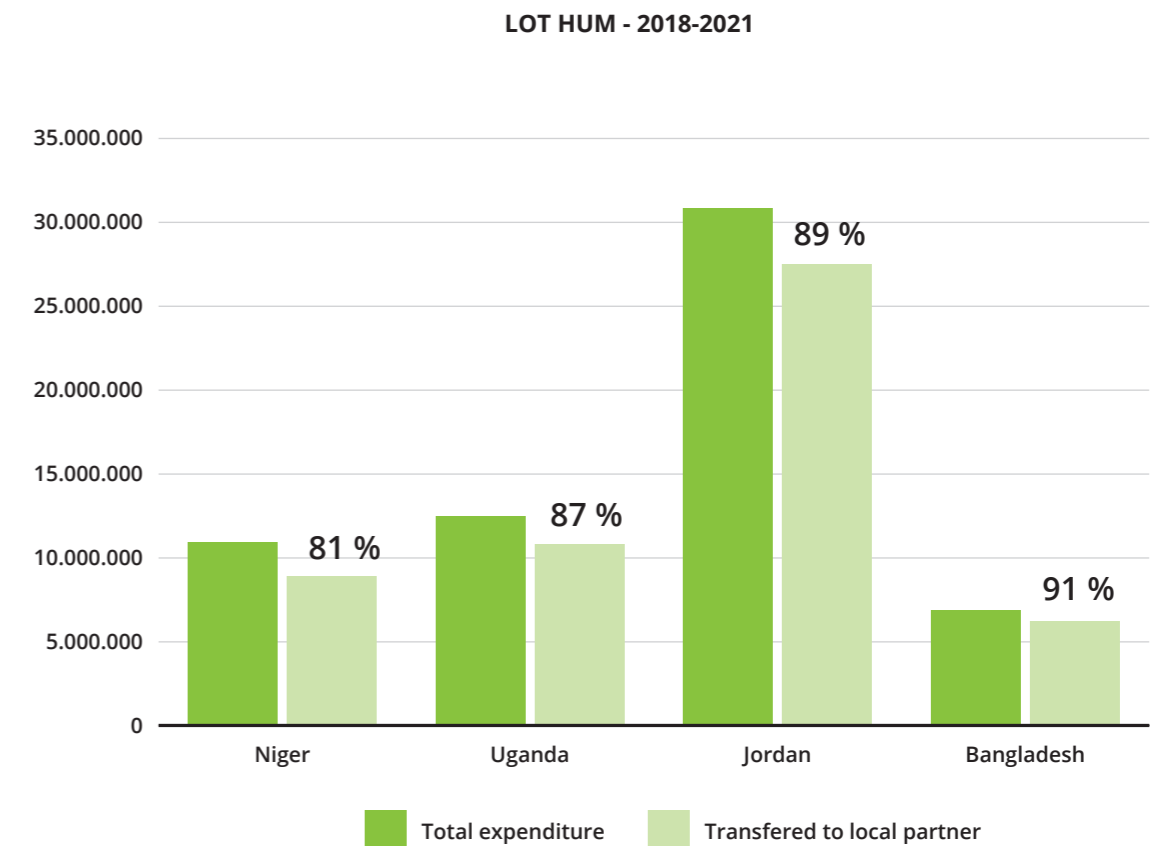
In Uganda and Myanmar, the organisation and training of small-holder farmer organisations/ cooperatives continued and expanded. By end 2021, 44 farmer organisations, representing 14,063 small-holder members, were functioning successfully and were not only contributing to improved disposable income through technical trainings and asset investments but were also engaging successfully with and accessing public services and grants for and on behalf of their members. It is particularly encouraging to note that in Uganda for example, the CDK supported and organised small-holder farmers incurred a much smaller income decline in 2020-2021, due to COVID-19 and restrictions by

Kenya on agricultural imports from Uganda due to aflatoxin, than that incurred by the average small-holder farmer in Uganda.

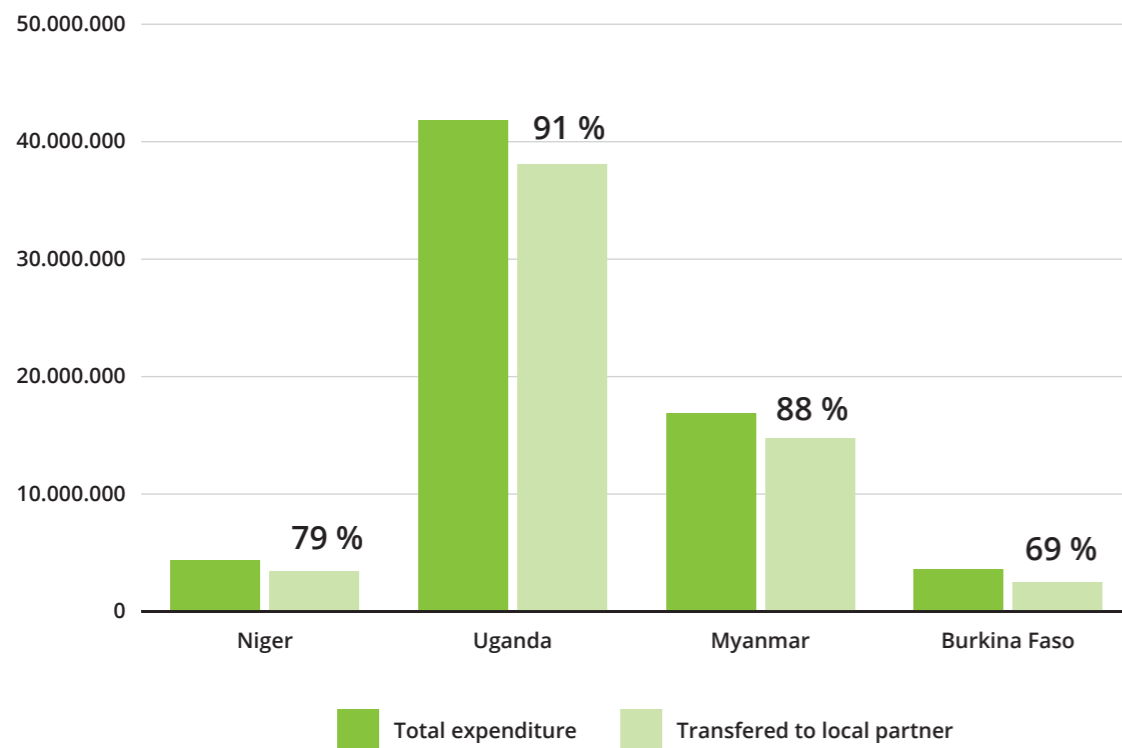
STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD

With its roots in Catholic Social Teaching, including its principle of **subsidiarity**, CDK is a natural and strong proponent of localisation, which was enshrined in the **Grand Bargain Commitments** adopted at the World Humanitarian Summit in 2016 and is promoted by C4C signatories. Localisation is embedded in CDK's partnership model and modes of operation across all CDK action. In line with C4C commitment 1, total CDK humanitarian SPA funds **transferred to local partners in the period 2018-2021 amounted to DKK 73,985,990 million**.

All CDK partners have grown in confidence during the SPA period. With CDK encouragement,



LOT CIV - 2018-2021



mentoring and support, they are **increasingly engaging in, and claiming their space in relevant coordination, policy and learning fora at local and national, and increasingly at regional and international levels.** They are contributing with evidence-based, on-the-ground perspectives, knowledge, and analysis, in debates and policy deliberations on issues of relevance to them and to the people they serve. In countries of operation as well as internationally, CDK, its partners and/or their advocacy platforms are engaging directly and constructively with duty-bearers to promote understanding of and advance human rights, including refugee rights and gender equality, to enhance duty-bearer transparency and accountability, and to inspire stakeholders and duty-bearers alike to adopt and apply pro-poor, climate-friendly, conflict-sensitive legislation, policies and practices, and/or more viable, inclusive and sustainable national systems and services. Numerous examples of successful partner engagement are highlighted in the country reports below.

At Confederation level, CDK and its partners have prioritised and actively contributed to **CI policy development and advocacy on partnership and localisation.** CDK's partners have highlighted their collaboration and working relations with CDK, and through CDK with Danida and the Danish Embassies, as a concrete example of Good Practice on partnership and localisation. This has been taken up and included in CI evaluations, and shared by CI, CDK and its partners with the wider international community at regional and international conferences, as well as in internationally published papers, articles and blogs on the subject.

CDK has also collaborated closely and provided input to CI statements and positions at UN meetings on COVID-19 and access to vaccines, as well as at International Pledging Conferences and/or CI organised international meetings or side-events (e.g. Syria and Sahel crises).

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS AND INCREASING INFLUENCE

A key prerequisite for transparent and sustainable localisation is empowerment and capacity development of national and sub-national civil society organisations. Throughout the SPA period, CDK has worked with its partners to advance their understanding of the importance as well as their ownership and application of the mandatory CI Management Standards within their organisations. CDK technical, management and financial support to partners in this field has varied based on the gaps identified through partner self-assessments (CIMS stage 1), the assessments undertaken by the CI-appointed external assessors (CIMS stage 2) against the CIMS, or the CI-partner approved improvement plan emanating from the stage 2 external assessment (stage 3). Examples of CDK support to partners are provided in the country reports below and have included for example establishment of complaints handling mechanisms, development of organisational and sectoral strategies, policies and SOPs, upgrading of financial systems, establishment of cloud-based CRMs. While the focus has been on national level Caritas organisations during SPA I, CDK will work with said national partners during SPA II to roll-out CIMS to sub-national Caritas organisations at diocesan levels. As a certified CHS organisation, CDK has also worked with its partners to ensure that CHS commitments are understood, reflected and applied across their humanitarian operations. That CDK was successful in retaining its CHS certification at the end of 2021 is in large part due to CDK's humanitarian partners and a partnership model based inter alia on equality, mutuality, subsidiarity, respect and learning.

KEY LESSONS MOVING FORWARD

- The **partnership model** as practised by CDK and its local partners has been endorsed and highlighted by partners as Good Practice in external appraisals and evaluations. It is viable, even under a global pandemic as demonstrated by COVID-19. CDK partners are also increasingly calling out their other partners, including UN agen-

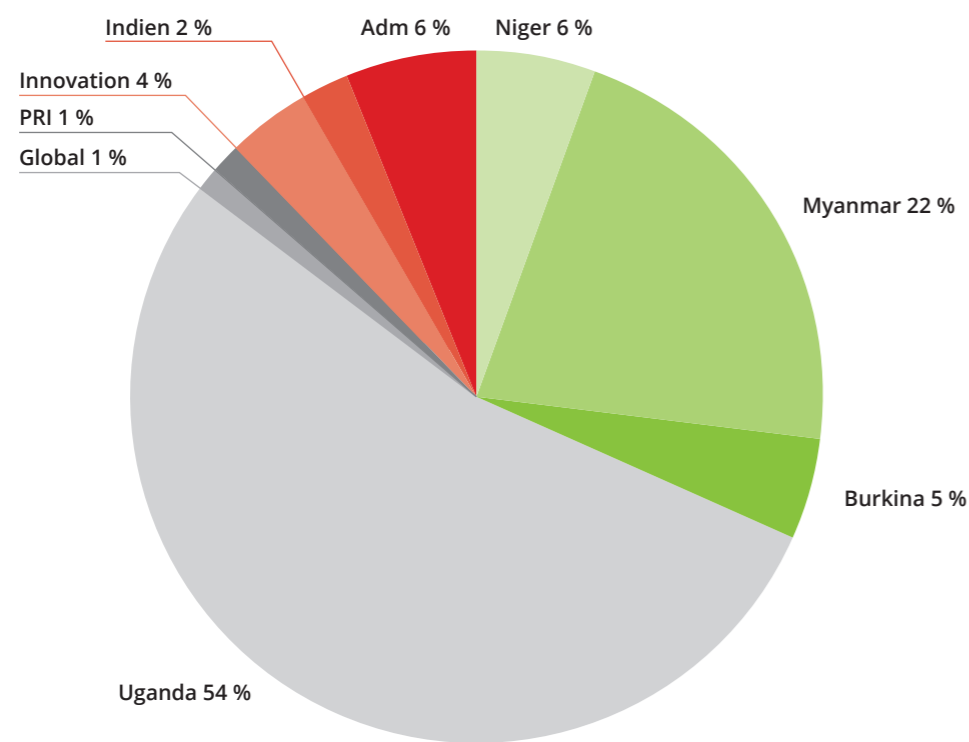
cies and government back-donors, who do not demonstrate Good Practice in their application of partnership.

- CDK partners are **dual-mandated and capable of applying a HDP nexus approach.** Many of CDK's partner countries are facing increases in forced displacements within or into their countries as well as more frequent climate-related disasters. Partners are thus constantly hovering back and forth between acute humanitarian, recovery and development programming responses while mainstreaming peaceful co-existence and social cohesion. It will be important over the coming years to ensure that CDK partners are strengthened to utilise their full potentials as dual-mandated organisations and have, as part of their humanitarian response preparedness, pre-agreed arrangements with other Catholic Church bodies and institutions for expanding their response as necessary, required and to agreed CIMS and CHS standards.
- With CDK mentoring, sparring and support, local partners are becoming more empowered and confident. They are **increasingly engaging, constructively and positively, with duty-bearers and stakeholders** at national and international levels in a spirit of dialogue and mutual learning, and effecting change where others have failed.
- Through capacity-development and a contribution towards core costs, CDK partners are becoming more robust and thus better positioned - in theory - to apply for and access in-country funding. However, back-donor criteria for such funding allocations will need to respect and adhere to localisation commitments, both in spirit and in practice, if local organisations are to be successful in accessing such funds in reality. CDK and its partners will continue to monitor the situation and advocate as necessary.

2.1. LOT CIV RESULTS & DEVIATIONS per engagement

Lot CIV 2018-2021	# OF DIRECT BENEFICIARIES (CIV)			
COUNTRY ENGAGEMENT	MALE %	FEMALE %	TOTAL # PERSONS	TOTAL # HHs
Niger	N/A	N/A	5.458	795
Myanmar	N/A	N/A	50.760	10.112
Myanmar - COVID-19 in 2020	48%	52%	29.881	N/A
Northeast India	10%	90%	142.500	28.500
Uganda	47%	53%	84.378	14.063
Burkina Faso	32%	68%	5.543	706
Total			318.520	

LOT CIV 2018-2021



2.1.1. MYANMAR

Up to a total of 50,760 persons (10.112 households) were reached over the four years, in rural communities in Myanmar (Kachin, Chin, Kayin, Kayah, Sagaing, Mandalay, Magway, Ayeyarwadi, Tanintharyi), supporting the development of strong civil society organizations which have improved the livelihoods of their members and communities and successfully advocated locally for improved services and infrastructure, although COVID-19 since 2020 and the military coup in 2021 has reduced the range and pace of development.

STRATEGIC DIRECTION 1: SAVE LIVES, REBUILDING COMMUNITIES

There were no planned outcomes under SD1 in Myanmar, since the programme was 100% CIV. However, as a response to the COVID-19 crisis, and with full approval of the Danish MoFA, part of the 2020 budget (479,000 DKK) was reallocated to CDKs partner's COVID-19 prevention and mitigation activities. With this funding, KMSS provided food support to 566 HHs in lockdown, IEC material and handwashing facilities to 73 schools (27,000 children), and 22 institutions, and converted 4 church institutions into quarantine centers, as part of its national COVID-19 emergency intervention. The number of persons reached through the COVID-19 intervention is not included in the above number of persons reached. (SDGs 3, 6)

STRATEGIC DIRECTION 2: PROMOTE SUSTAINABLE RURAL DEVELOPMENT

The pivotal component of the CIV programme in Myanmar has been the formation and support of community **Saving & Lending groups (SLGs) and SLG committees**. Despite the exceptional circumstances after COVID-19 and the military coup, it is positive to see that relatively many have survived this double crisis and that many SLGs played an important role in their communities during the COVID-19 crisis. It was also evident that the savings of the groups and the credit component provided many HHs with the needed capital to overcome the crisis. At the end of 2021, 258 SLGs were functioning (target of 2021 was 298) and 82% were assessed as already partly or fully self-sustainable (target 80%). After having peaked in numbers in 2019, the number of functioning SLGs were affected by the double crisis. Reduced income of the SLG members

influenced the groups' membership, and some SLGs decided to disband. The total savings capital of the groups increased from 2018 to 2021 by 75% to 556,127,335 MMK and total accumulated lending to the members increased from 733,166,102 in 2018 to 2,410,685,958 MMK in 2021 (approx. 9,100.000 DKK). The most important outcomes have been: 1) The role that SLGs and their committees have been assuming in their local communities as **trusted and valued change agents and partners of the government** and 2) The prominence and influence that the predominantly female members of the groups and committees now enjoy in their community and in their homes. 3) The 119 SLGs that involved their members in COVID-19 information and prevention in their communities, thus demonstrating the important role that the civil society has assumed through the SLGs (SDG 1). 76 % of the SLGs' membership are women, and 94 % of the leaders are women (SDG 5).

In parallel with the SLGs, the programme's second important component was the formation of farmers' groups (value chain groups, VCGs) value chain committees (VCCs), and associations (VCAs) which would assist the farmers in identifying and selecting the most profitable and sustainable crops, organize the effective cultivation and collective marketing of these crops, and provide the necessary credit for production. Despite the negative impact of COVID-19 and the military coup, 237 VCGs (target 276), 39 VCCs (target 38) and 8 VCAs (target 8) were functioning and servicing its members at the end of 2021. The qualitative monitoring tool that was used to measure sustainability and economic development of the value chain groups documented less progress than planned in 2021. According to the farmers, the value chain groups and their members were to some extent cushioned from an even harder fall, due to the severe economic and humanitarian crisis, because of the support and solidarity of the value chain structure (SDG 1). A side-component to the SLGs, which was conceived and developed during the implementation of the programme, was providing the SLG committees with **small grants to invest in small businesses** (SMEs) and to offer training in how to start up and run businesses. In 2019, 63 SMEs were started (mostly by women, and involving 1,665 HHs), e.g., wholesale, crop production/processing, grocery

shops, tailor / weaving shops, motorcycle repair, etc. An unforeseen, but positive development was, that some SLG committees decided to finance the activities of the local value chain associations at an interest rate lower than the commercial money lenders charge, but still profitable for the SLG committee. Others have started acting as the marketing channel for the VCCs, buying up and re-selling their crops. These unexpected positive synergies between the two programmes will be encouraged onwards (SDG 1, 8).

A key activity for creating sustainable rural development across the programme has been the training of farmers in **climate change adaptation and sustainable agricultural production**. During the programme it was decided to support certification of the farmers in the government promoted standard Good Agricultural Practices to 1) improve the farmers' resilience to effects of climate change and 2) increase farmers' access to more lucrative markets for their produce. In 2021, 1,482 farmers were trained in GAP (target 1,018) and 1,047 are practicing GAP on their farms (target 429). Most GAP farmers are growing bananas (Yangon) or sesame (Mandalay) and have been able to market their produce at a higher price. Using the GAP standard has in practice devolved part of the technical support and monitoring to the local govt. agricultural departments, which will strengthen sustainability (SDG 13), once the collaboration with govt. departments can be resumed. Towards the end of 2019, a targeted climate change adaptation programme (SLCCAC) was initiated in which 30 villages in Mandalay identified the consequences of climate change in their villages and came up with strategies to adapt to the changes. Despite the COVID-19 epidemic, SLCCAC, through a participatory and inclusive process, while observing social distance, managed to come up with plans for all villages to be implemented from 2021. The military coup, however, rendered many of the villages difficult to access for KMSS and most activities were suspended. In 2022, circumstances allowing, activities will be resumed with a reduced number of villages (SDG 13).

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD

In 2020, the outcome indicators under SD3 were revised to focus on advocacy on village / community level. A key indicator for SD3 was the % of SLG committees that had **formalized their village development collaboration with local authorities** on behalf of the groups. The original target was 50% and that was already achieved in 2020 (59%), but the military coup removed or replaced numerous local leaders and consequently, in 2021 only 29% of the SLG committees had formal collaboration with local government. In 2018-2020, there were numerous cases of SLGs / VCGs successfully advocating for improved services and infrastructure in their communities (SDG 1). Furthermore, KMSS succeeded in linking value chain groups, SLGs and SMEs to relevant government departments for technical capacity building and inclusion in networks and meetings (SDG 17).

KMSS is a member of various alliances, notably the **national Food Security Working Group**, and has been a member of the steering committee and treasurer since 2017 and onwards.

After initial ad-hoc collaboration, the Ministry of Environmental Conservation and Forestry and KMSS entered an agreement in 2020 concerning supply of tree saplings from the Ministry's tree nurseries for KMSS' nation-wide tree planting campaign. This was an acknowledgement of **KMSS' effectiveness and exceptional outreach to the remote communities** and of KMSS' role as a civil society organisation. The agreement and the collaboration were suspended after the military coup in 2021 (SDG 17).

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS AND INCREASING INFLUENCE

SDG 17: In 2020, SD4 was redefined from targeting the farmers' organizations to the partner organization (KMSS), aimed at increasing KMSS' capacity for delivery of quality development and humanitarian interventions. The main results for 2020-21 were 1) finalization of KMSS risk management policy as part of the CIMS Improvement Plan (as planned); 2) a KMSS national advocacy team has been formed with a view to developing a KMSS' advocacy mechanism (latter part on hold due to military coup); 3) co-funding from other donors increased as planned in 2018-20, but decreased in 2021, presumably because of barriers to implementation after the coup. Some training in Do-No-Harm principle was done with a view to mainstreaming, but this was interrupted by COVID-19 and the coup. In general, capacity building activities have been less prioritized by KMSS in 2020-21, since the need to adapt to the stressful environment that COVID-19 and the military coup has inflicted on the organization has been priority.

In the four-year period, Caritas Denmark and CAFOD have implemented the ENHANCE programme (HD Nexus), together with KMSS, in seven dioceses. The purpose of ENHANCE was to strengthen KMSS' capacity to provide humanitarian relief according to international standards, while at the same time promoting a HDP-Nexus approach and localization. The main results have been 1) improved emergency response management structures and systems in KMSS, 2) improved knowledge sharing, peer to peer support between and within National Office and the dioceses, 3) a strengthened Management Information System, using an online platform, 4) improved understanding among KMSS staff and parish level actors (first responders) of humanitarian standards and principles.

CHALLENGES / MAIN LESSONS LEARNED:

Double crisis in Myanmar in 2020-21: The risk assessment for 2020 did not take into account a global pandemic, but KMSS was able to reorganize and not only take active part in the national battle with COVID-19, but also adapting their way of working in the communities, so that programmes did not have to close down completely, even though it meant

postponed or adapted activities and budget revisions. That the COVID-19 crisis might not be over, and lockdowns and restrictions would still be a risk was included in the risk assessment and the plans for 2021, but again the programmes were overtaken by a new, unforeseen risk, the military coup in Feb. 2021, which has plunged Myanmar into a deep political, economic and humanitarian crisis. The lessons learned from these two years of deep crisis were 1) KMSS' ability to react swiftly to COVID-19 in 2020, re-allocating financial, and human resources and physical assets to the COVID-19 intervention; 2) KMSS' ability to swiftly organize a new way of working under lockdowns and other restrictions, which has opened their eyes to new opportunities for strengthening the communities' role in planning, monitoring and reporting. The ENHANCE programme was instrumental in helping KMSS develop new protocols for how to implement humanitarian programmes in a pandemic. 3) KMSS' ability in 2021 to link up with diocesan and parish structures in otherwise inaccessible areas and through these reach internally displaced victims of the military's violent campaigns against the opposition without compromising the organization's integrity or the staff's security. CDK's partnership with KMSS during these last years has reinforced CDK's belief in the value of localization and thus our commitment to the C4C, and has inspired the formulation of CDK's Global Goal 4 "Increase the Effectiveness of the Caritas Confederation".

2.1.2. NIGER

In 2019, CDK commenced a programme to promote women's rights and support the socio-economic resilience of women and girls in vulnerable neighbourhoods in Niamey. The engagement was aligned with the Government's Economic and Social Development Plan (2017-2021) as a response to *the continued inequalities and women's lack of access to economic autonomy, social protection, and political participation*. The engagement supported SDG's #1, 2, 3, 8, 10, 16, 17.

STRATEGIC DIRECTION 1: SAVE LIVES, REBUILDING COMMUNITIES³

The programme initially supported the economic empowerment of 305 women and 130 girls through IGA's, vocational training and rights awareness. In 2020 the local partner CADEV adjusted the programme to include urban gardening, hygiene awareness and nutritional education. It was based on feedback from the target group and came as a natural extension of the workshops and awareness raising around family related issues, inter alia, conflict prevention between mother and daughters, civic education, and domestic violence issues. Overall, the aim was to strengthen the women and girls' informal education, rights awareness, and social and economic resilience. The COVID-19 pandemic reaffirmed the relevance of strengthening the hygiene awareness in terms of handout of informative flyers and the setup of hand washing devices. The impact of income generating activities was reduced by the inflation and limited mobility caused by the quarantine of the city. Nonetheless the women were able to continue their activities in 2021 and were organized in Savings and Internal Lending Communities. On top of the pandemic, 2020 also saw massive floods, causing 69 fatalities and more than 330.000 lost their homes including 20 beneficiaries. The **establishment of three urban gardens** was postponed to 2021 but then adapted to include training in mitigation of risks related to crop destruction caused by climate change (pests, floods etc.). Based on further needs analysis and dialogue with the target group, the public and traditional authorities, the local partner decided in 2021 to upscale its **nutrition** component. Twenty women were trained as volunteer community workers (called "mama lumieres") with capacity on detecting nutrition challenges and advising women on nutritional rehabilitation for their under-5 children. The holistic and adaptive programming and synergy between the activities is appreciated by beneficiaries and stakeholders. By ensuring both access to locally produced crops via the gardens and improved income by IGA's and with the training in civic rights and nutritional education by the community volunteers, the local partner contribute to improved living conditions and resilience of the targeted women and their families.

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD

The engagement has maintained a strong focus on **women's and girls' rights** throughout the 4-year cycle. This component included regular meetings and public dialogues to draw attention to the social problems of the target group and to address gender stereotypes and discrimination. A comprehensive sociological study⁴ on the impact of these activities was conducted in July 2021. The study indicated change of behaviour as a result of the engagement: 1) Because of the vocational training, the girls are no longer inactive and exposed to prostitution and criminal activities; 2) the women have increased economic independence from their income generating activities; 3) the relations between the daughters and their parents improved; the parents have increased their interest in their daughters' education; 4) according to traditional leaders, the women are speaking up during public meetings more often than before, 5) husbands have strengthened their interest in their wives economic activities and political participation. From its position as a faith-based and respected national organization, CADEV-Niger has a comparative advantage in influencing and creating dialogue with religious leaders and battling religious conservatism. Throughout the period, the local partner has thus maintained close relations to the traditional, religious, and public authorities as evident through the persistent participation of traditional leaders and the representatives from the department of Women and Children and Regional Direction of Public Health as well as participation of and support from the government Health Clinics in the nutrition training sessions and activities.

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS AND INCREASING INFLUENCE

CDK has supported the organizational capacities of the local partner with point of departure in its CIMS improvement plan and CHS requirements. This included for instance training on setting up a complaint and response mechanism. HQAI assessors in connection with CDK's CHS recertification in late 2021 had in depth interviews with both staff and target communities of CADEV and found overall adequate evidence that CHS has been rolled out.

In addition, CDK financed throughout the period training and technical support via locally recruited consultant. Training of CADEV staff included among other things MEAL and evidence-based advocacy. Finally, the CDK financial controller has worked on capacitating the CADEV finance team.

CHALLENGES / MAIN LESSONS LEARNED 2018- 2021:

Working in a highly fragile context with protracted crisis, the local partner managed to draw lessons and inspiration from the already established Lot HUM programme and applying it in a more stable urban setting. This included the nutritional rehabilitation activities and the climate adaptation and risk mitigation in the development of the urban gardens. A small pilot from 2021 included experimentation with plastic recycling as income generation for young unemployed men, however, due to limited opportunities and bad performance of associated stakeholders, the activity was removed from the program and the young men received training in regular IGA's instead.

2.1.3. UGANDA

The *Uganda Governance and Poverty Alleviation Program* (UGOPAP) aims to improve livelihoods and achieve inclusive, sustainable development through strengthening civil society. The program, implemented in Central and East Regions, includes 44 farmer organisations (FO) pursuing initiatives for improved livelihoods and access to fundamental rights. The program also supports two national advocacy platforms, the Uganda Farmers Common Voice Platform (UFCVP) and the *National Youth Advocacy Platform* (NYAP). The platforms advocate for better service delivery to vulnerable farmers and youth groups. Four partners implement UGOPAP, three faith-based organisations (CAPCA, EADEN and CU) and one secular organisation (CIDI), guided by a Program Management Committee. CDK provides ongoing support to the program, and critical contributions focus on promoting local ownership and new initiatives, quality assurance and monitoring and learning. The engagement is aligned with Uganda's development strategies, including the Uganda Vision 2040, the National Development Plan II of

Uganda and the SDGs. The membership base of the 44 FO has increased from 9.768 farmers in 2017 to 14,063 in 2021, and the number of these FO registered as cooperatives⁵ have risen from 15 to 38. The advocacy platforms have experienced even more growth from 28 member organisations in 2017 to 242 by 2021. The platforms represent 85,464 households or an estimated 430,000 persons.

Civic space has been drastically reduced during the reporting period. The Government suspended the Democratic Governance Facility activities, and many CSOs had their actions barred. Farmers' access to markets became limited because of COVID-19, and the export of agricultural products to Kenya was put on hold due to aflatoxin found in Ugandan maize. Therefore, farmer income declined towards the end of the reporting period. However, the farmers under the program remained relatively resilient to these difficulties and fared much better than the country's average farmer. Climate change continues to affect traditional agricultural production negatively, and the coping strategy needs to be strengthened.

STRATEGIC DIRECTION 2: PROMOTE SUSTAINABLE RURAL DEVELOPMENT

The FO have experienced satisfactory growth in their membership base from an average of 222 persons (each representing a household) in 2017 to 320 persons (57% females, 22% youth) in 2021. The number of FO registered as cooperatives have grown by 250%. The increased popularity of the cooperatives can be attributed to the services provided to members, such as saving and credit, value addition and marketing, which all together increases income and food security. Twenty-three cooperatives have increased revenue by availing value addition equipment directly benefitting 13,959 persons - growing about 10% a year. Cooperatives played a crucial role in allowing 90% of their member households to make regular savings during the reporting period. However, after seeing the average farmer income grow by 25% in 2019, it fell to -13% in 2021 due to COVID-19 combined with Kenya barring the import of farm products from Uganda. Despite the fall in income, it must be

³ The strategic direction 2: Promote Sustainable Rural Development. However, the Niger CIV engagement was placed in an urban setting targeting vulnerable households in Niamey marking a priority for CDK that will be continued in the 2022-2025 engagement.

⁴ Étude sur l'impact des dialogues publics organisés en 2019 et 2020, annual reports (CIV)

⁵ A farmer organisation registered as a cooperative can legally do business locally and internationally. Cooperatives are more likely to get support from the government and non-government development partners than other farmer organisations.

concluded that the services of the farmer cooperatives have indeed improved farmers' resilience and reduced the impact of COVID-19 and aflatoxin. According to a Heifer International⁶ study on how COVID-19 affected Ugandan small-scale farmers' income, 90% experienced a more than halving their income. Similarly, 78% of farmers under the programme could afford three meals a day compared to a country average of only 13%. Because cooperatives have become knowledge banks guiding their members, farmers have become more resilient by increased sustainable production and sale of products through organised farming and by transforming and reorienting agricultural practices under the new realities of climate change. All cooperatives promote climate change adaptation and train members in green and innovative solutions. About 9,300 farmer households have been trained yearly in sustainable agricultural practices. Of these, 84% now apply at least five types of sustainable agricultural practices that are an adaptation to climate change and enable crop production year-round. A few innovative climate-related initiatives have been launched by the programme, such as the SaWa water sack and the ECOCA solar cooker. A cooperative under EADEN is experimenting with a solar incubator that looks promising.

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD

Farmer organisations, local partners and national advocacy platforms have successfully voiced the interests of small-scale farmers and youths on issues of relevance to them, including climate change adaptation, land rights, youth employment and easy market certification of value-added produce. UFCVP advocates for the inclusion of small-scale farmers in national development programs. It saw its membership base increase from 28 to 178 farmer organisations from 2018 to 2021, reaching around 44,000 households. Farmer groups have been attracted by the benefits acquired by the UFCVP members, and all 38 registered farmer cooperatives are now members. UFCVP has contributed to an enabling environment for small-scale farmers by advocating for pro-poor legislation, including better agricultural and financial services. The platform advocated for better credits and loans to small-holder farmers,

including cooperation with the Bank of Uganda on the *Agricultural Credit Facility* and played an important role in raising political awareness about climate adaptation and mitigation measures for small-scale farmers and conducive conditions for innovative climate-smart solutions. The platform has given adopted inputs to *Strategic Plan for the Agriculture Sector* and the *National Development Plan III*; information to the guidelines and training material for the *Agricultural Extension Service*; reviewed eight agricultural policies and have collaborated with the Bank of Uganda to improve credits and loans and invited by CI, UFCVP participated in the 6th African Regional Meeting on SDGs. Farmer organisations in the program are playing an increasing role in local government planning, and budgeting and 31 farmer organisations have developed 22 issue papers which were adopted. In sub-counties and districts, 73 advocacy issues were adopted for implementation. The NYAP was founded in 2017 with funding from CDK. The Platform advocates for the higher inclusion of youths in national development programmes and government services. The collective channel of engagement makes it possible for youths to effectively engage their duty-bearers, hold them accountable, influence them to change policies in their favour, and demand better social services and political inclusion. The platform has grown to have 64 organisation members reaching more than 300,000 youths (64% females). Notable influence has been achieved through: Youth Manifesto 2021-2025; policy engagements influencing national budgeting; recommendations to National Climate Change Bill 2020, media engagement with 12 radio channels, 3 TV stations, online media platforms and magazines. NYAP also conducted a study on 'Gender Responsive Land Rights Framework' to assess youth land rights in rural Uganda and raising awareness on the need to strengthen Youth land rights for sustainable socio-economic development.

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS AND INCREASING INFLUENCE

The capacity within each partner organisation has been developed as per individual needs to better equip these for programme implementation,

facilitate networking and diversify funding. As a new organisation, NYAP has received most attention aimed at building a strong foundation to support future advocacy initiatives. This include establishing governance structures such as the National Steering Committee (NSC), Regional Chapters, and capacity-building of these on advocacy, leadership, human rights, policy & position paper development, budget tracking & analysis and orientation of the youth in their roles and responsibilities. A result from these initiatives has been the development of the NYAP Advocacy Strategy that guides the advocacy work, 2019-2021. In a collaboration with Bank of Uganda, UFCVP members were capacity-built as Trainers-of-Trainers in financial capacity. Thirteen persons from partner organisations have attended eye-opening courses at Danida Fellowship Centre in Denmark. Approximately 200 community-based trainers have been educated in Sustainable Agriculture Practices (SAP). They hold the responsibility of capacity-building local communities and assure continued adoption of SAP to address the effects of climate change. The implementation of CIMS helped create an institutional capacity development plan at national level. Focal persons from all the 19 dioceses responsible for the CIMS process at local level have been trained which has strengthened collaboration with strategic stakeholders and duty bearers.

CHALLENGES / MAIN LESSONS LEARNED 2018-2021

A key challenge continues to be achieving strong and financially sustainable farmer organisations with loyal members. On average only 47% (60% in 2021) of the members marketed their produce through the FOs, which likely is linked to lack of liquidity to pay members upfront, thereby leading households to seek alternative buyers in need for cash. Consequently, FOs lose income, and many of them have not reached financial sustainability. Investment in value addition equipment could make the FOs more attractive. A challenge of the advocacy platforms is to strengthen the regional structures and visibility towards district authorities. This calls for continued institutional support. UFCVP has experienced internal conflicts between national office, regional chapters and members, which challenges the effectiveness of the platform. Moreover, the re-

gional chapters have weak structures. An important lesson learnt during this program is that farmers organised in cooperatives, having strong advocacy platforms and working with partners exchanging knowledge and supporting each other strongly improves their resilience. This must be documented and communicated to potential FO members much stronger than is the case today.

2.1.4. BURKINA

CDK's Lot CIV engagement in Burkina Faso 2020-2021 reached a total of **5,543 persons** (32% M/ 68% F) in the communes of Ouahigouya (Région Nord) and Tougan (Région Boucle du Mouhoun), with a total engagement cost of DKK 3,577,000.

The project contributed to the following SDGs: 1, 2, 3, 4, 5, 16, 17.

STRATEGIC DIRECTION 1: SAVE LIVES, REBUILDING COMMUNITIES

As response to the COVID-19 pandemic, the project reached a total of 3,000 persons with awareness raising, prevention measures and soap production to reduce contamination.

STRATEGIC DIRECTION 2: PROMOTE SUSTAINABLE RURAL DEVELOPMENT

Improved household resilience and female empowerment: 205 women (target 200) – of these 55% IDP – were organised in Saving and Loan Groups (SLG) while parallelly being trained on entrepreneurship and financial management. Furthermore, the women (of which over half are analphabetic) were accompanied to overcome administrative and practical obstacles, such as linking them with microfinance institutes, open an account and issuing missing ID documents. By end of 2021, 93% (baseline 5%) of the women reported that they were running a profitable IGA (min. 138 DKK profit per month) allowing them to provide for their family. The IGAs were within cattle and sheep fattening, restaurant, production and selling of vegetables, traditional beer, wax print and soap. By end of the project, all 8 SLGs were trained and functional. The activities have shown great impact with relatively small funding. The SLG groups have been so popular locally that groups have been established, without project funding, by own initiative and with help from trained project beneficiaries. Noticing a

decrease in IDP share of beneficiaries in 2021, the 2022 programme beneficiary selection will pay special attention to the needs of this group. This links to the holistic project design, as displaced mothers report on the importance of the Caritas Centres, where they can leave their children while working, knowing that they are safe and provided one daily meal.

Engagement of youth: Two Caritas after-school centres were established and functional by the end 2021. They contributed to improved social integration through catch-up classes (age 14-19) and safe playing and listening clubs, where children (age 6-14) are supervised, and offered psychosocial support, while their mothers are working. In total 114 children (target 200) were frequenting the centres and thereby decreasing the risk of falling into radicalisation, idleness, or prostitution. Two **Caritas vocational centres** were established and functional by end of the project resulting in 124 (target 120) young people (age 14-19, 75 % girls) completing either 9-month courses to become tailors or 3-month intensive courses within different fields (hairdresser, mechanic, or carpenter) followed by an internship. They received a start-up kit and were monitored by end of activity. The activity shown to be adaptive during COVID-19 lockdown.

Social cohesion and peace: Social cohesion and peace was imbedded in the implementation approach at all levels; however, some activities worked directly with social cohesion. By the end of the project, two Peace and Dialogue Community Committees were established and functioning. Each committee consisted of 15 members, representing all groups of society, who were trained on anti-radicalisation and rights of displaced women and children. The committees organised 11 (target 9) public sessions reaching more than 300 persons, and 14 (target 14) radio spots reaching an estimated 1,800,000 persons, promoting a culture of peace. The committees function as local conflict prevention/resolution bodies.

Protection: Following rights awareness sessions, 834 women and children (target 450), of which majority IDPs, obtained missing ID documents. In 2021, regional and local authorities requested for more

direct involvement of youth in the social cohesion activities, as this group is a direct target of terrorists. Thus 150 young persons (aged 18-25) were trained to become Young Peace Ambassadors. As local change agents, they were trained in negotiation and peace, and organised in 10 clubs carrying out their action plans.

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD

CDK has worked with OCADES on claiming their space. An example on the harvest of these efforts was OCADES participating in a national workshop on the definition of social cohesion and the validation of data collection tools as part of the government's elaboration of a national strategy for social cohesion. Afterwards, OCADES in May 2021 hosted a workshop with 40 national and international participants to present their roadmap to become a leading NGO in contributing to consolidated social cohesion and peace by 2028, in line with the national strategy. During the workshop, the CDK-financed project was showcased as a best practice, and CDK provided a testimony on the added value of the integrated conflict-sensitive approach.

STRATEGIC DIRECTION 4:

CDK has supported OCADES advancing their CIMS improvement plan through training of 23 staff members on CHS and formulation of a complaint handling procedure and implementation framework. With a grant from PLAN-Børnefonden (MFA funds), CDK ensured funding (69,000 DKK) for the **operationalisation of OCADES Security and Safety Policy**, incl. developing a national security plan and diocesan security plans. This work was aligned with OCADES' CIMS improvement plan and complementing CDK's priorities with OCADES. The grant is an example of the variety of CDK partners and the added value of CDK to the partnership, that has moved from project-collaboration to a mutual benefitting, organisational partnership with the 2022-2025 nexus programme. From 2022, capacity development of OCADES is systematised through a multi-donor funded institutional development project for improved coordination of efforts.

CHALLENGES / MAIN LESSONS LEARNED 2020-2021

At a **general level**, multi-donor funded programs have shown challenging to administrate. A lesson learned is therefore that adequate expertise and funding for key programme support functions is needed to ensure successful implementation. Therefore, CDK has introduced online quarterly financial monitoring, which has ensured an improved understanding of procedures and the quality of reports. From 2022 CDK will finance one fulltime (before parttime) Finance Officer under the programme, and two field visits annually by OCADES' internal auditor to triangulate data. As OCADES is in a transition to becoming a professional humanitarian actor, CDK's partnership approach has been much appreciated, when CDK in different fora has given voice to OCADES' and pushed the localisation agenda (e.g., Humanitarian Conference on the Central Sahel in 2020 and OCADES' presenting the partnership at the NGO consultation at the Danish Embassy in Ouagadougou). Furthermore, OCADES held their first country forum in November 2021, with participation of their humanitarian partners, where CDK accompanied OCADES in taking leadership of the forum. **At activity level**, the after-school centres were the most heavily delayed activity. They did not open until September 2020 due to COVID-19 assembly restrictions. By that time many of the selected children were enrolled in public schools, as new classes were set up after pressure from different actors, incl. Caritas. Only 40 out of 200 children were active at the centres by end of 2020. Therefore, in January 2021, based on requests from children and parents, it was agreed to scale-up the vocational training, while allowing this group a meal and catch-up classes after their courses. The active enrolment raised to 114 children by end of 2021 (revised target 100). Lessons learned is the importance of continuous needs assessment and relevant targeting. **In terms of beneficiary selection and involvement, local anchorage in existing structures** and mix of target groups (IDP and host) showed conflict preventive. SLG beneficiaries report that mixing IDP and host has led to solidarity replacing jealousy across ethnic divides and social status, which leads to an improved feeling of dignity.

2.1.5. NORTHEAST INDIA (2018 ONLY)

From 1999-2018, the Northeast India engagement worked to reduce poverty by supporting poor rural families to achieve sustainable livelihoods and by supporting civil society organisations to engage local communities in joint initiatives for improved access to basic services and equal rights. The engagement was implemented by four local faith-based partners in the states of Assam, Arunachal Pradesh, and Manipur. The programme had been phasing out gradually since 2015, and 2018 was the last year of implementation. A total of **142,500 direct beneficiaries** participated in the programme under SPA I by the end of 2018.

STRATEGIC DIRECTION 2: PROMOTE SUSTAINABLE RURAL DEVELOPMENT

The final evaluation concluded that due to the programme's promotion of sustainable, diversified agricultural production and improved, collective marketing, the target group had experienced a substantial increase in their living standard. The evaluation furthermore stated that women who participated in the programme activities and joined self-help groups (SHGs) had increased knowledge of their rights, incl. actively demanding their rights and take on public space roles, which they did not dare before. On top of that, the women had their household incomes significantly increased. The average increase in earnings in three of four dioceses was between 70 to 100%, the last one was even higher. The increased financial and administrative capacity also enabled SHGs to access external loans from rural banks and development schemes. In 2018 alone, 646 SHGs succeeded in obtaining loans at a total value of approx. DKK 3.2 million. Additionally, the government agencies came to recognize and involve SHGs as effective local agents of poverty alleviation. Furthermore, the (since 2017) self-sustained marketing arm of the programme, the *North Eastern Rural Marketing Company Pvt. Ltd* (NERM) enabled farmers to market more produce and at higher prices, and with such success, that it inspired the development department of Caritas India to develop its own marketing company model, based on the NERM model, as did other companies in Northeast India.

By 2019, **28,500 households** were organised in 2,624 self-help groups (SHG), united in 77 federations. These 77 federations were supported by four apex organisations on district level. Women constituted 90% of the federation members. The final evaluation concluded that only 2 SHGs were not likely to become sustainable. The remaining SHGs were likely to remain sustainable with continued capacity building support from their federations or government programmes. Out of the 77 federations, minimum 56 were sustainable with little or no external support from the programme partners. Links were established with government programmes for continued technical support and capacity building beyond programme exit in order to achieve self-sustainability for all 77 federations.

CHALLENGES / MAIN LESSONS LEARNED

The main strategy of the programme has been to transfer responsibility for the SHGs and the federations to government authorities. The programme succeeded as the Ministry of Rural Development committed themselves to include programme beneficiaries into future local government plans for rural development. However, even if this was a welcomed step, it could potentially also create a risk for the future of the SHG if large funds are being provided without proper assessment of the credit absorption capacity. In addition, NERM was a success, but the agricultural business environment in Northeast India was changing to be dominated by a few, dominant buyers/exporters. As the NERM's Board of Directors did not have a background in marketing, but mostly in social work / faith-based organisations, this called for either inclusion of more experienced directors and/or focussed capacity building of existing board members.

KEY RESULTS 2021 PER ENGAGEMENT

Country engagement	Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES	Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT	Strategic Direction 3 CALLING FOR A BETTER WORLD	Strategic Direction 4 BUILDING PARTNERSHIPS
Engagement in Myanmar	N/A	80 saving groups at A-level (target 109) have functioning businesses and networks with financial institutions. 133 saving groups at B-level (target 131) developed small businesses and involved in local community development. 45 saving groups at C-level (target 58) manage to save systematically. 76% of households save money on a regular basis. In 70% of households all members have a minimum of 3 meals per day. 1,173 households are members of operational farmers' groups. 243 out of 258 (94%) saving groups have a female leader, and 66% of the 76 saving group committees have a female leader. Women constitute 23% of the leadership in the value chain groups.	237 value chain groups, 39 value chain committees and 8 value chain associations are functioning. 228 farmers were trained in the application of Good Agricultural Practices (GAP)/Climate Change Adaptation (CCA). Out of a total of 1,482 GAP trained farmers (2018-21), 1,047 (71%) are practicing GAP on their farms. 29% (target 38%) of the saving group committees are formally recognized by local government as partners in community development and are implementing joint public-private initiatives with the local government.	KMSS National Office has continued spearheading the roll-out of CIMS. Out of 16 KMSS offices, 8 have completed the extended assessment including the Safeguarding Standard of CIMS. 7 KMSS offices completed the original CIMS assessment but are now in process of doing the extended assessment. As part of the CIMS improvement plan, KMSS reviewed and revised Financial Management Policy, Human Resource Management Policy, and the Risk Assessment Policy. The ENHANCE programme strengthened local capacity for humanitarian intervention and increased compliance with Core Humanitarian Standards in 7 dioceses. Co-funding with other livelihood donors in the seven dioceses plus National Office led programmes decreased 15% from 1,474,306 USD in 2020 to USD 1,247,051 in 2021. Other donors' share of the total livelihood expenditure increased slightly from 72% in 2020 to 74% in 2021.
Myanmar	No. of direct people reached	17,003 people (3,400 HHs)		

Country engagement	Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES	Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT	Strategic Direction 3 CALLING FOR A BETTER WORLD	Strategic Direction 4 BUILDING PARTNERSHIPS
Engagement in Niger	N/A	<p>12 Savings and Internal Lending Communities (SILC) (target: 10) have been organized, trained, and monitored, benefitting approximately 360 women.</p> <p>50 women (target 50) have been trained in climate adapted practices and are running a total of 3 community gardens in designated areas in Niamey.</p> <p>20 young men aged 18-20 (target 20) have been trained in hygiene, recycling, and environmental protection.</p> <p>20 community volunteers (light mothers) were trained in the 13 family practices for good nutrition.</p> <p>11,172 persons (F: 7,788, M: 2,187 & 1,197 children) were sensitized on hygiene awareness, nutrition and feeding techniques of the young child by the light mothers.</p> <p>679 children (aged 0-5) (target: 400) suffering from SAM and MAM were entered into a rehabilitation program thanks to the 20 light mothers.</p>	<p>A study on the impact of the rights awareness activities was conducted by a local sociologist. The results from the study were shared with the public, traditional and religious authorities, and associated stakeholders.</p> <p>The planned establishment of 2 women federations was postponed to 2022. This decision came from a wish to strengthen the SILC groups which will be the foundation of the federations.</p>	<p>The complaints handling committee was evaluated, its members sensitized and reorganized to improve the performance of the committee. The CDK consultant supported the monitoring of the committee.</p>
Niger	No. of direct people reached	5,458 people (795 HHs)		

Country engagement	Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES	Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT	Strategic Direction 3 CALLING FOR A BETTER WORLD	Strategic Direction 4 BUILDING PARTNERSHIPS
Engagement in Uganda	N/A	<p>Of 44 farmer associations 15 was originally registered as cooperatives. This number has increased to 38.</p> <p>The membership base of the 44 farmer associations has grown from an average of 222 persons in 2017 to 316 of which 57% are females, and 22% youths.</p> <p>A total of 23 cooperatives now has availed value addition equipment benefitting 13,959 persons – up 10% from previous year.</p>	<p>The two advocacy platforms Uganda Farmers Common Voice Platform (UFCVP) and the National Youth Advocacy Platform (NYAP) delivered input to 8 agricultural policies.</p> <p>The number of organisations being member of the UFCVP and NYAP platforms increased from 28 to 236.</p> <p>NYAP's membership base exceeded 300,000 youths.</p> <p>31 farmer organisations participated in local government planning and budgeting processes and got 22 issue papers adopted for the financial year 2022/2023.</p> <p>Farmer organisations presented 118 advocacies to sub-counties and districts of which 73 were adopted for implementation.</p>	<p>9,300 farmer households have been trained in sustainable agricultural practices.</p> <p>CIDI and CU are partnering with PETHISO for production and marketing of solar powered cookers for purposes of reducing deforestation.</p> <p>3 persons from CIDI have been trained at DFC in Denmark in Youth Involvement in Political and Economic Life.</p> <p>Partners have been trained in advocacy, leadership, human rights, communicating roles and responsibilities to youth, policy & position paper development, and budget tracking & analysis.</p>
Uganda	No. of direct people reached	84,378 people (14,063 HHs)		

Country engagement	Engagement in Burkina Faso		
Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES	N/A		No. of direct people reached
Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT	100 women (target 100), of which 35% IDP, were organised in 4 SLGs, trained in viable IGAs and linked to a micro-finance institute to access further funding for their IGA (sheep and cattle feeding, soap production and food/local beer production). 93% of the targeted women save money on a regular basis allowing them to provide for their HH. 126 young people (target 110) completed a vocational training course and received a start-up kit to install their business (53 % girls). 114 children (target 200) have benefited from catch-up classes and/or playing and listening clubs at Caritas after-school centres for improved social integration.		4,943 people (706 HHs)
Strategic Direction 3 CALLING FOR A BETTER WORLD	Through 8 trainings sessions, 2 community committees (target 2) for dialogue and peace improved their capacity on violent extremism and radicalisation and rights of displaced women and children. Three awareness raising sessions (target 4) on rights and responsibilities in relation to peaceful coexistence have reached around 200 persons in total. 150 young people (age 18-25) are trained to become change agents. 8 Radio spots (target 8) promoting a culture of peace in 4 local languages and French have reached around 9,000 persons. 414 (target 150) displaced women and children and from the host communities were issued ID cards and/or birth certificates.		
Strategic Direction 4 BUILDING PARTNERSHIPS	OCADES field staff, volunteers and HQ staff were trained on humanitarian standards during a 2-day workshop. All 15 dioceses and HQ staff were trained on the operationalization and functioning of Complaint and feedback mechanism. An OCADES national security plan accompanied by 15 diocesan security plans adapted to the local context were developed.		

2.2. LOT HUM RESULTS & DEVIATIONS per engagement

Lot HUM 2018 - 2021	# OF DIRECT BENEFICIARIES (HUM)					
	COUNTRY ENGAGEMENT	MALE %	FEMALE %	TOTAL # PERSONS	TOTAL # HHs	HOST %
Mali (Niger)	N/A	N/A	36.837	5.394	N/A	N/A
South Sudan crisis (Uganda)	44%	56%	42.720	8.544	30%	70%
Syria crisis (Jordan)	39%	61%	76.943	N/A	30%	70%
Darfur crisis (Chad)	N/A	N/A	13.260	N/A	30%	70%
Rohingya crisis (Bangladesh)	48%	53%	40.285	8.789	25%	75%
Total			210.045			

2.2.1. SYRIAN DISPLACEMENT CRISIS – ENGAGEMENT IN JORDAN

The Health Programme response in Jordan, conducted in partnership with Caritas Jordan (CJ), addresses healthcare needs among urban Syrian refugees and vulnerable Jordanians within the framework of the Jordan Response Plan (JRP) and the 3RP, while contributing to building the foundations for a more sustainable, integrated, national primary healthcare delivery system. On average, the programme represented **25%** of CJ's health programme funding towards its Health Sector Response. **The programme contributed to SDG # 3, 1, and 17.**

Audited programme expenditure 2018-2021 amounts to **DKK 30,860,000** of which **89%** was transferred directly to and administered by CJ.

STRATEGIC DIRECTION 1: SAVE LIVES, REBUILDING COMMUNITIES

18.174⁷ Primary Health Care (PHC) patients (61% F, 39% M) were provided with 69.106 GP consultations at Caritas Clinics during 2018-2021. On average,

Patient Experience Surveys showed that 91% of patients reported high levels of satisfaction with timeliness, appropriateness, and quality of services provided. An analysis of the PHC caseload shows that on average 70% were Syrian refugees and 30% vulnerable Jordanians, 61% female and 39% male, and 76% of patients were severely or highly vulnerable (VAF scored 4 and 3) under the *Vulnerability Assessment Framework (VAF)* and scoring system developed and used by Caritas and the International humanitarian community in Jordan.

Pre- and post-natal healthcare services were provided to a total of **1100 pregnant women**. In 2021, 84% of the pregnant women attended at least 4 out of 5 standard pre- and post-natal GP check-ups, up from 61% in 2018, suggesting that regular contact and communication with patients as well as the programme's awareness-campaigns on the importance of pre- and post-natal check-up attendance is bearing fruit.

From the overall NCD patient caseload, **2311** of the most vulnerable were supported with medicines

⁷ This number reflects the aggregated # of unique PHC patients per year for the period 2018-2021.

for 12 months. Moreover, **1000** chronic patients were selected and enrolled in the Caritas NCD Management Course and received regular GP monitoring, group and individual lifestyle counselling and nutritional guidance. Patients report a sense of empowerment due to increased awareness of **their ability to manage their chronic illness** as a result of the course and the multidisciplinary team approach. On average, 11% of participants in the Course experienced significant weight loss and 28% increased their daily physical activity. Based on patient feedback in 2019, selected patients were trained as **community NCD promoters** to contribute with experience and knowledge in future NCD Management Courses. During 2020-2021 the course was adapted to COVID-19 realities, which required restrictions on face-to-face and group activities. The restrictions on outdoor physical activities and increased poverty levels which limited the purchase of healthy fruits and vegetables may have reduced concrete achievements for the patients during these years.

Secondary health care services were provided to **13,070⁸** patients. 11,898 patients (63% F, 38% M) were referred to Caritas partner laboratories or specialists for out-patient tests and/or specialist consultations. 3,026 patients (69% F, 31% M) were referred to Caritas partner hospitals for inpatient treatment, including 1,004 deliveries, of which in 40 cases the mother was under 18 years. In 2021, 22% of deliveries were by caesarean section, down from 24% in 2018, it could be an indication that Caritas efforts to promote vaginal deliveries are proving effective. This continues to be a focus area for CJ in their advocacy efforts towards the GoJ.

Health Awareness and Promotion during 2018-2021 focused on NCDs and maternal and neo-natal best practices, in line with SDG 3, reaching approximately **58,472 persons** according to CJ. The programme focused on enhancing knowledge through targeted campaigns, screening of short informational videos, event days, and lectures, increasingly targeting youth. Key outcomes include the *Caritas Share the Journey NCD Walk* in 2018 and 2019, which in 2019 took place under Royal Patronage with

increased collaboration with ministries, organisations, and other institutions. CJ continues to expand its engagement and collaboration in particular on health promotion with other key health actors, including Ministry of Health (MoH), RHAS (Royal Health Awareness Society) and as a member of the NCD Alliance. Health Promotion strategies and content were adapted in 2020 to take account of the risks associated with COVID-19 for people with NCDs and for pregnant women.

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD

CJ, in collaboration with other key national and international organisations, has successfully engaged in advocacy towards the GoJ on several issues, including the **reversal of the increased user-fee payments** for health care services by Syrian refugees at MoH clinics and hospitals, the adoption of a **One Refugee Approach** (Leaving No-One Behind) including under the Multi-Donor Account held by MoH extending access to health care to non-Syrian refugees on the same basis as for Syrian refugees, and lastly on the **inclusion of all persons** residing in Jordan in the national COVID-19 immunisation programme.

CJ and CDK continued advocacy towards key Jordan health actors for a national **Health Care Reform** including a broader understanding of health in line with SDG 3, a less fragmented and more collaborative public-private healthcare system, and a shift towards increased healthcare delivery at primary level and community health care in line with WHO guidelines. While progress on Health Care Reform was significantly impacted by COVID-19 and frequent ministerial changes during 2020-2021, an increased awareness of a broader understanding of the definition of health in line with SDG 3 and WHO guidelines is emerging within CJ, MoH and the broader network of health actors and providers.

CJ and C-DK engaged in advocacy towards the **Brussels Syria Conferences** with key messages on localisation, increased and flexible funding, durable solutions, and human rights, in particular up to the 10th anniversary of the Syria Crisis in 2021.

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS AND INCREASING INFLUENCE

In line with Grand Bargain and the *Charter for Change* commitments, CDK supported CJ with sectoral and organisational development initiatives. At least **297** persons benefitted from work-related trainings and workshops from 2018-2021. Technical health sector support has included trainings on e.g. the *International Classification of Diseases*, *SPHERE standards*, *Self-Care Tools for health staff*, and *updated MoH Clinical Protocols for NCDs in light of COVID-19*, enabling the CJ Health Unit and clinic staff to strengthen and develop the health programme and services delivered according to the highest standards. Furthermore, C-DK has supported CJ in trainings on data protection and the CRM, the formulation of policies and procedures for data protection of medical records, data analysis and reporting for the health programme, the development of a draft 2022-2025 Caritas Jordan Health Strategy and lastly, steps towards accreditation of CJ healthcare clinics under HCAC PHC Accreditation standards.

At organisational level, CDK has supported CJ in the implementation of a new financial system, which entailed a shift from cash-based to accrual-based accounting, including training and follow-up for key finance staff in their use and application of the new system. CJ formally adopted and rolled-out an updated Safeguarding Policy in 2019 with support from CDK on CHS standards, and Complaints Handling. At the onset of the COVID-19 outbreak, the GoJ designated Caritas Jordan a *critical health responder*, clearly acknowledging its role as healthcare provider within the national healthcare system. The upgrade of organisational systems supported *inter alia* by CDK enabled CJ to quickly identify patients with health conditions, which made them particularly high-risk in terms of Coronavirus infection and target them with information and guidance.

CHALLENGES / MAIN LESSONS LEARNED 2018-2021

The current humanitarian health cluster coordination, primarily led by UNHCR, continues to operate at a humanitarian level, where attendees are to a large extent UNHCR implementing partners with a

primary focus on camp-based refugees. This does not correspond to the protracted nature of the crisis and CJ and CDK continues to **advocate for a more fit-for-purpose and nexus-oriented system**.

Growing dissatisfaction within Jordan in recent years over socio-economic conditions and the pace of promised government reforms has manifested itself through annual protests culminating in four government reshuffles (including change in health ministers) since 2020, which has provided a significant challenge for the continuity required for demonstrable progress in health care reform. However, the successful 4-day Study Tour to Denmark for 7 key health actors and partners⁹ in Jordan in 2019 acted as a catalyst in **moving health care reform up the national agenda**, in particular as regards to GoJ commitments to UHC (Universal Health Coverage) and the strengthening of primary health care in the country. Cementing CJs position as a key national health actor, CDK and CJ has been requested to continue support to MoH and other health providers on the deliberation on health care reform, the family-health model, and the multidisciplinary team approach.

Taking advantage of the flexibility of funding, CJ and CDK have successfully applied a **learning-by-doing approach and pilot-tested new initiatives or methods** during 2018-2021, such as repeat-prescriptions for stable chronic NCD patients, mobile medicine delivery for chronic patients as a response to COVID-19, scale-up of Telemedicine during COVID-19, introducing Patient Experience Surveys, and the NCD Management Course and multidisciplinary team approach, which have now been introduced to the pre-and post-natal patients with good results. CJ was asked to share their learning and results with key health care actors in Jordan and building on CJ's experience, UNHCR have introduced repeat prescriptions across its health funded programmes in Jordan.

2.2.2. MALI DISPLACEMENT CRISIS – ENGAGEMENT IN NIGER

The CDK Mali Displacement Crisis Response in Niger was an extension of a long-term collaboration

⁸ Some patients receive both SHC outpatient and inpatient services, bringing the number of actual SHC patients served from 2018-2021 to 13,070 aggregated by # of unique SHC patients per year.

⁹ The visiting delegation comprised: the Secretary-General of the High Health Council of Jordan, the Director of Primary Health Care, the Director of Child Health Care and the Director of Economic Planning & NGO Liaison from the Ministry of Health, the Director of the Institute of Family Health at the Noor Al Hussein Foundation, the Head of the Health Department and the Chief Medical Officer at Caritas Jordan

and partnership between CDK and the Caritas Niger (CADEV) as a support to the socio-economic integration of Malian refugees and internally displaced in the town of Ayorou, in the region of Tillabéri. Applying a HDP Nexus approach, the programme is appreciated by local authorities and stakeholders by its adaptability, diversity of activities and support of persons in need who are outside the UNHCR response, incl. refugees out of camp. **The programme contributed to achieving SDGs # 1, 2, 3, 8, 10, 16, 17.**

STRATEGIC DIRECTION 1: SAVE LIVES, REBUILDING COMMUNITIES

CDK has since 2018 supported CADEV in ensuring a holistic response, providing a wide range of activities based on a participatory needs analysis. The central area of the programme was **Improved Food Security** for Malian refugees and host communities via different initiatives: 100 farmers (22 Malian and 78 host community members) were trained in climate smart farming techniques, and 160 pastoralists received technical training and goats to rebuild their herds. Moreover, 5 cereal banks (community granaries) were established in 2018 ensuring food security and resilience for more than 500 households during lean season. In 2021, the 5 cereal banks were evaluated. They are still in function and still developing. While capacity on soft skills, like recording and keeping track of the stock, was still not perfect, the users managed to save for instance raw rice with a view to selling when prices were better, and thus contributing to their improved food security. In 2019, the security situation deteriorated in region of Tillabéri causing large influx of IDPs in Ayorou, and the programme was expanded to include this new group. Thus 1,102 newly displaced received food vouchers during lean season in 2019; the number was 600 in 2020 meeting their immediate need for food. To strengthen food security and contribute to the social co-existence between the different groups, CADEV ran Cash for Work activities (to contain the river Kori). In 2020 and 2021, it targeted more than 200 households from different vulnerable groups and ethnicities. **Re hygiene and sanitation;** CADEV improved sanitation conditions and water supply by the construction of public latrines, and a total of 8 water points ensuring access to potable water for 4,500 persons. The

construction of the first points was delayed in 2018, caused by an unforeseen high level of nitrate in the drinking water. Five water committees (gender balanced) oversee the correct utilization of the water point and payment from users. The component was adapted to include radio jingles and production of information flyers on COVID-19 protection measures in 2020. The programme also included a 4-year focus on **Livelihoods** to strengthen the economic resilience of especially women in Ayorou. A total of 318 women were supported to improve their income by IGAs, e.g., through soap production and gardening. Lastly, CADEV provided measures to **improve the Nutrition status** for vulnerable groups in Ayorou. Four women were trained as volunteer community workers (*"mama lumieres"*) with capacity to detect nutrition challenges and advising women accordingly. Systematic data collection proved to be challenging but CADEV is now working on different tools to ensure improvement including organizing support groups and recruiting assistants. They will also ensure the engagement of local men and fathers in the activities. Good practices are shared from the Niger Lot CIV programme which has similar activities.

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD

As a local faith-based organization CADEV is usually mainstreaming peaceful coexistence in its approach. However, to respond to the increasing influx of IDPs and growing pressure on local resources and hence risk of tensions, CADEV included specific activities targeted at **promoting social cohesion and peaceful coexistence** in the programme. For instance, in 2021, all local stakeholders were united in a 4-day festival, including competitions, "fashion shows" and shared dinner between ethnic groups. The activity saw full participation of faith leaders as well as local, traditional, and public authorities. It was explicitly appreciated by participants. The event was postponed from 2020 due to the assembly ban from the official COVID-19 measures. **CDK and CADEV in partnership were actively engaged in the 2020 Ministerial Roundtable on Central Sahel** hosted by the Danish Government in partnership with the German Government, ECHO and OCHA. CDK led several initiatives, including a successful side event

with IMS, OXFAM and CRS promoting locally led response. It also included the development of a joint position paper prior to the event along with the Sahel Caritas organisations, Caritas Africa, CI, Caritas Germany and CAFOD (UK). CDK has, since the Roundtable in 2020, taken lead in the coordination of formulating advocacy statements pushing the localization agenda on numerous occasions¹⁰ in collaboration with the CI network. Born from a wish to expand these successful advocacy efforts, CDK in 2021 was elected to the **Steering (Pilot) Committee of the Caritas Internationalis Working Group for the Sahel**, uniting Caritas organisations across the Sahel belt as well as northern partners to strengthen coordination and improve advocacy. CDK has played a key role in initiating an evaluation of the role of the working group with a view to improve its efficiency, transparency, and relevance. But also, to strengthen the communication between the steering committee, CI, and Caritas Africa. The group is meeting in Cap Verde in June 2022 to plan strategically for the coming years with point of departure in the external evaluation.

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS AND INCREASING INFLUENCE

As written above under Lot CIV, CDK supported the organizational capacity development of the CADEV, specifically towards 1) compliance to the **CIMS**, following the improvement plan that was developed in 2017; and 2) living up to the requirements of **CHS**. Other priorities for CDK have been to support improved security management as tensions are increasing, project management and adaptation, set-up of the complaints handling mechanism and roll-out of the policy for safeguarding of children and vulnerable adults. The latter included training for staff and beneficiaries, and sensitization by visual communication material. CDK has also provided continued technical assistance and feedback on internal policies; hereunder a resource mobilization policy (based on the CIMS assessment from 2017), meant to improve financial viability and ensure core costs with a view to strengthening localization. CDK also supported a comprehensive organizational and financial diagnostic analysis in 2021. CDK will

continuously support CADEV in the follow-up and roll-out of these procedures and recommendations. Based on its own improved capacity on CIMS and CHS, CADEV provided support to Caritas Tchad in their commitment to CHS in 2018 and in 2021 to support their CIMS assessment.

CHALLENGES / MAIN LESSONS LEARNED 2018 – 2021

As mentioned, the programme was affected by delays, changes and challenges caused by COVID-19 and the constant security threat of the ever-deteriorating protection crisis in the region. However, CADEV managed to finetune and strengthen its practices towards **increased flexibility**, monitoring of the security situation and **adaptive programme management**. This was possible because of a participatory and bottom-up approach where input from both community volunteers and the target groups were duly considered. CADEV will continue adaptive programme management to ensure continued relevance and access to the vulnerable communities. At CDK level, a local consultant was hired in 2019 to provide technical support to CADEV and to conduct 3rd part monitoring and triangulation of data. Another challenge causing programme delays included retention of staff in conflict areas. Challenges associated with staff turnover at CDK level, has been addressed by establishing a Sahel Team that will strengthen synergy and learning between the programmes in Niger and Burkina Faso.

2.2.3. SOUTH SUDAN DISPLACEMENT CRISIS – ENGAGEMENT IN UGANDA

The programme was implemented in zone 2 and 3 of Bidibidi Refugee settlement and surrounding host communities and supported 42.720 South Sudanese Refugees and Ugandan host communities in contribution to the Uganda Refugee Response Plan. The ongoing crisis in South Sudan continued to increase influx of refugees into Uganda (a bit less during 2020 due to COVID-19 border closures) and the socio-economic effects of the pandemic challenged several activities of the programme, however the local partner was quick to adapt the programme to changing needs (like e.g. in 2020 addressing the increasing need of food supply by

¹⁰ Caritas Position for the Ministerial Roundtable for the Central Sahel 20 October 2020, Human rights council in May 2021, Caritas Position at the occasion of the 49th session of the Human Rights Council in Geneva 22 March 2022

distribution of fortified flour) and realities.

An external final evaluation in 2022 confirmed improvement in food security, livelihoods, resilience and self-reliance of South Sudanese refugees and host communities and a beneficiary satisfaction level with the programme of 72%.

STRATEGIC DIRECTION 1: SAVE LIVES, REBUILDING COMMUNITIES

Food security: As a prerequisite for food production there was a focus on access to land which strengthened beneficiary engagement in agriculture from 51% in 2019 to 73% in 2021. This increased food production improved food security and self-reliance of both refugees and host communities (SDG 2). The percentage of beneficiaries who ate at least 3 meals per day among refugees increased from 8% in 2017 to 47.9% in 2021 and from 57% to 70% among the host communities. Furthermore, the external report suggests that *“beneficiaries had an edge over non-beneficiaries in terms of consumption of nutritious foods which can be attributable to program interventions in food security”*. The surplus of food production increased from 13% to 18% and accounted for the main source of household income.

Livelihoods: The programme supported self-reliance of 193 youth through vocational skills training and non-agricultural IGAs in carpentry, mechanics and hair dressing. 50% of refugee beneficiaries and 43% of beneficiaries from host communities reported having higher skills, which they could use to start up small scale businesses. Of the 193 youth the self-employment increased from 45% in 2019 to 73% in 2021 within the refugee community. The final evaluation confirms that design and approach of the program was relevant in addressing the identified needs, issues and challenges as far as skills development and income generation is concerned.

From 2019-2021 the programme has organized and trained 7,600 members of refugees and host communities in operation and running saving and lending groups (304 groups in total). 32% of the refugees had saved at least UGX 75,000-100,000 and 31% of the host community members had saved UGX 265,000-500,000. Programme data suggests higher saving of females compared to male

within the groups. Of the 100 SLGs initiated in 2021 863 members out of 2,832 have been able to start their own small-scale business with loans obtained through the SLG and 233 small business', run by the SLGs in common, have been initiated. For sustainability purposes 5 groups have been registered with the district level SACCOs.

Income of 2,640 beneficiaries have increased from green livelihoods and the average amount of income generated from sale of tree produce was UGX 22,300 for refugee community and UGX 225,900 for host community. The local partner distributed 17,845 trees to 800 HHs with an increased survival rate from 54% in 2019 up to 70% in 2021 given newly adopted agroforestry techniques.

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD

Protection & Peace: Caritas expanded its peace-building activities in 2019 by entering zone three. 150 people from both refugee and host community were trained as peace committee members throughout the programme 2018-2021 which according to the final evaluation had a vital role in lowering incidents of conflict between host and refugees from 285 in 2020 to 217 in 2021 and strengthening the coexistence between the refugees and host communities. The final evaluation highlights that: *“According to UNHCR and OPM of Uganda, Caritas Uganda/Arua has shown to be the leading organisation in peace-building in the Bidibidi Settlement”*.

CDK has supported Caritas Uganda (CU) in playing a significant role during a virtual roundtable discussion on *“Partnerships for community-driven ‘positive peace’ through local service delivery”* at the annual Stockholm Forum on Peace and Development in May 2020. Subsequently, CU was invited to talk at the event on *Localization in Humanitarian Response* for both practitioners and donors in Ireland. In 2019, Caritas initiated a National Dialogue on discussions on durable solutions to the South Sudan Crisis. Due to lockdowns the follow-up meetings in 2020 and 2021 had to be postponed.

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS AND INCREASING INFLUENCE

Capacity building: Strengthening the local partners capacity and competences was a key objective throughout the programme 2018-2021. To ensure beneficiaries rights the programme contributed to support the local partner in becoming a strong and accountable organization that continuously improve their capacities & role in the overall humanitarian response. CU developed and applied complaint handling mechanisms and data safety policies. CU was furthermore involved in the recertification process of CDK, and both staff and beneficiaries were interviewed by HQAI auditors.

CHALLENGES / MAIN LESSONS LEARNED 2018-2021

The block farming approach in 2021 initiated reflections on the access to land for refugees. It became evident that negotiating blocks of land, involving all relevant stakeholders (landowners, local council, UNHCR representatives, OPM and Refugee Welfare committee members) as opposed to refugees negotiating individually both facilitated the access of arable land in proximity of the settlement and the formalisation of user contracts which improved the security and rights of the refugees. In the next four years the right and access to land will be a special focus to ensure food security and self-reliance for the refugees and in return the landlords will have tree planted on their land. The access to land is highly supported by UNHCR and OPM and an objective in the 2020-2021 RRP for Uganda.

2.2.4. ROHINGYA DISPLACEMENTS CRISIS – ENGAGEMENT IN BANGLADESH

A total of 40,285 crisis-affected persons reached directly in and around the refugee camps in Cox's Bazar in Bangladesh with improved living conditions and livelihoods. All interventions were approved by Govt. of Bangladesh and coordinated with UN agencies as part of the joint response plan for the Rohingya crisis in Bangladesh, in which Caritas Bangladesh (CB) has been awarded the co-chair position in the shelter cluster meetings due to technical excellence and experience in this field.

STRATEGIC DIRECTION 1: SAVE LIVES, REBUILDING COMMUNITIES

Outcome Indicator 1: Forcibly displaced families from Myanmar live in repaired upgraded and dignified shelters.

Result 2020-21: 5,867 persons (same as target) are now living in upgraded shelters constructed according to shelter cluster standards **(SDG 11)**

Result 2020-21: 24,219 persons of the refugee community now have access to improved and safer infrastructure **(SDG 11)**.

Result 2020-21: 5,308 HHs (24,310 persons) from the Rohingya community and 1,850 HHs (8,473 persons) from the host community had an additional income from participating in Cash for Work (CfW) in connection with infrastructure improvement works and shelter upgrading. An average 30% of CfW participants in host communities were female. Among the refugees the average female participation was 16%. In general, it is found that the host community's view on women's roles is less conservative than the Rohingya's view **(SDG 1)**.

STRATEGIC DIRECTION 2: PROMOTE SUSTAINABLE RURAL DEVELOPMENT

Outcome Indicator 2: Forcibly displaced people of Myanmar and host communities improve their livelihoods. Result 2020-21: 350 vulnerable HHs (1,603 persons) in the host community have improved their economic situation by using the livelihood skills and the start-up support that they were provided with to start income generating activities. 230 of the vulnerable HHs that have started livelihood activities are female headed (66%, target was 50%) **(SDGs 1, 5, 8)**.

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD

Outcome Indicator 3: Host communities and Rohingya establish positive social interactions.

Result 2020: Instead of facilitating joint activities between hosts and refugees which proved not feasible, due to COVID-19 restrictions and strong reluctance from host community to engage directly with the Rohingyas, emphasis was instead put on

awareness raising among the host communities on human rights, women's rights, conflict mitigation, etc. through interaction with local religious leaders (Muslims and Buddhists), and youth which was appreciated by the local leaders. A local football match was also organized. In 2021, no activities of a joint nature were undertaken due to continued COVID-19 restrictions and frequent lockdowns. **(SDGs 5, 11, 13)**

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS AND INCREASING INFLUENCE

Outcome Indicator 4: Improved capacity of Caritas Bangladesh to implement programmes according to international standards.

Result 2020-21: CB completed the CIMS Assessment and has agreed on an improvement plan in order to address gaps identified. At the end of 2021, 60% of the improvement plan has been completed (target 60%). As part of the improvement plan, focus in 2020-21 has been on the rolling out of CB's Children and Vulnerable Adults Safeguarding Policy, main results were: Safeguarding policy translated to Bangla and made available to 7000 to staff, 13 Safeguarding Focal Points have been appointed at regional and project level, 662 staff of CB have been trained in safeguarding principles, safeguarding has been mainstreamed in recruitment guidelines, safeguarding IEC material developed based on a local adaption of IEC material from Caritas Denmark's partners' material in Niger and Uganda. Safeguarding activities continue in 2022. **(SDGs 16, 17)**

CHALLENGES / MAIN LESSONS LEARNED 2020-2021

CB was able to adapt their humanitarian engagement in Cox's Bazar when the COVID-19 pandemic resulted in a number of lockdowns, restrictions on movements, and delays in government approvals, partly through rapidly adjusted approach (social distancing) to monitoring and trainings, partly through scaling up the workforce during restriction-free intervals. CB's ability to adapt to this fluctuating situation and to deliver results has underlined for CDK the value of working with and through a trusted local partner and the importance of the principle of localization.

Refugees will not be going home anytime soon, especially now after the military coup has prevented any meaningful dialogue between Myanmar, Bangladesh, and the international community on the return of the Rohingyas. The Bangladeshi Govt. is also resisting integration of the refugees into Bangladesh society. Initiatives that accept the fact that Rohingyas will have to stay in the camps in Bangladesh for a protracted no. of years must be prioritized and advocated for. So far, in camp sector meetings CB has advocated for building more durable and bigger Mid Term Shelters, or, as a second option, to upgrade the design of Transitional Shelters to increase resilience during the monsoon. From its position as co-chair of the shelter cluster in Cox's Bazar, CB has also successfully advocated for the refugees' opportunity to earn a small income through CfW on site improvement works and shelter upgrading. This advocacy will continue in 2022. In addition to that, CDK and CB will in 2022-23 pilot more sustainable waste management solutions in the camps to provide the inhabitants of the camps a better environment and reduce the risk of clogging drainage canals during the monsoon which can create floodings.

During the implementation of the livelihood component in the host communities in 2020, CB found it useful to involve the local Upazilla Livestock Office. CB's income generation approach in a humanitarian intervention would normally not have involved local civil servants, but in this case, they involved this local office in the poultry rearing training, since they found it would be useful for continued technical support and advice on e.g. vaccination of the animals in the future. This may be seen as CB's first step in the direction of a nexus approach in the emergency programme in Cox's Bazar that looks beyond the income generating activity as a humanitarian and conflict-preventing intervention, and which lays the tracks for future development programmes of CB in the area.

2.2.5. DARFUR DISPLACEMENT CRISIS – ENGAGEMENT IN CHAD 2018 ONLY

The main objective of CDKs engagement in Chad was to enhance social cohesion and improve livelihoods and self-reliance of Darfuri refugees and host communities in the Dar Tama department of

Eastern Chad, by addressing food security needs, access to water, sanitation and hygiene, and improve preservation of environment and optimising of resources. The engagement under SPA I reached in 2018 an estimated total of **13,260 people**.

STRATEGIC DIRECTION 1: SAVE LIVES, REBUILDING COMMUNITIES

The engagement saw an **improved food security** of both refugees and their host communities. This was done through distribution of improved seeds, training and equipping of farmer groups to increase food production; Fencing of vegetable gardens preventing stray animals; Construction of cereal banks increasing access to cereals during lean season; Training of community vets enabling them to recognise and treat the most common animal diseases, and finally, support to 140 women with income generating activities enabling them to buy basic needs. The engagement also contributed to improvement of **environmental preservation and resource optimisation** through installation of protective measures of existing green areas and installation of clay stoves lowering expenses and fuel wood consumption. **Hygiene and sanitation** were enhanced as a result of the management of safe water points, including establishment and training of water committees. However, construction of boreholes and irrigation wells were cancelled due to the late start of activities which was related to Caritas Chad's non-compliance with grant agreements.

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS AND INCREASING INFLUENCE

Local staff participated in different trainings and seminars with focus among other on aspects of CIMS and CHS to improve capacity within humanitarian response and coordination. Unfortunately, staff did not put the trainings into practice and shortcomings at financial and administrative levels continued.

CHALLENGES/MAIN LESSONS LEARNED

CDK had been in partnership with the local Caritas since 2012, but shortcomings at financial and administrative level over the years culminated during 2018 when Caritas Chad again failed to comply with the grant agreements and collaboration was

terminated on CDKs initiative. This meant that the planned CIV programme was cancelled before initiation and only the humanitarian programme was carried out during 2018. The persisting difficulties with the local partner, forced CDK to draw the conclusion that the financial risk had reached a point which was no longer acceptable. The partner was informed that the partnership would be terminated in the first half of 2019 and was encouraged to seek support from the Secretariat of Caritas Internationalis to reorganise the partner office and its procedures with the aim to become in compliance with the CIMS.



KEY RESULTS 2021 PER ENGAGEMENT

Country engagement	Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES	Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT	Strategic Direction 3 CALLING FOR A BETTER WORLD	Strategic Direction 4 BUILDING PARTNERSHIPS
Syria Displacement Crisis Response in Jordan	4.312 unique patients (60% women) accessed and received Primary Health Care services at Caritas clinics. 2.717 unique patients were referred to and supported with Secondary Health Care services. 94.5% of patients survey respondents reported satisfaction with timeliness, appropriateness, and quality of services provided. 19.317 persons were reached with awareness campaigns on NCDs or maternal and neonatal best practices in a COVID-19 setting.	N/A	Caritas Denmark continued its advocacy towards key health actors in Jordan for a less fragmented and more collaborative public-private healthcare system and a shift towards increased healthcare delivery at primary level. Marking the 10th year anniversary of the Syria Crisis, CJ and CDK engaged in advocacy towards the Brussels V Syria Conference on supporting the future of Syria and the region with key messages on localisation, increased and flexible funding, durable solutions, and human rights.	Support to the formulation of policies and procedures for data protection of medical records. Development of the CJ health strategy 2022-2025 including stakeholder consultations with key national health actors in Jordan. Preparations for accreditation of the CJ Health Care Clinics under the HCAC PHC Accreditation standards.
Jordan	No. of direct people	23.629 people (N/A HH)		

Country engagement	Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES	Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT	Strategic Direction 3 CALLING FOR A BETTER WORLD	Strategic Direction 4 BUILDING PARTNERSHIPS
Engagement in Niger	5 community granaries (ceereal banks) were evaluated and improved, benefitting a total of 3.500 persons. 200 households (internally displaced, refugees and host community) received CFW benefitting a total of 1.420 persons. 3 dump site committees were improved and declared fully functional. 50 internally displaced women have been organized into 2 groups that are responsible of ensuring the production of nutritious crops for the Nutritional Rehabilitation Centres, thus generating income, and supporting the lights mothers.	N/A	CDK joined the steering committee in the CI Working Group on the Sahel to strengthen the efficiency and impact of the group and facilitate the dialogue between the Sahelian CIMOs and CI. The CDK consultant continued to support the LP to develop its capacities within advocacy. CDK facilitated the formulation of 2 joint statements organizing working sessions between the Sahel CIMOs and CI. The CDK consultant continued to support the local partner to develop its capacities within advocacy. CDK facilitated the formulation of 2 joint statements organizing working sessions between the Sahel CIMOs and CI.	Two trainings were organized to enhance the partners knowledge on 1) Data Protection Policies and 2) Safeguarding and Protection of children and vulnerable persons. Furthermore, the partner developed communication material (posters and flyers) to strengthen beneficiaries' knowledge about safeguarding. CADEV-Niger started the process of its 4-year assessment towards compliance to CIMS. The complaints handling committee was evaluated, its members sensitized and reorganized to improve the performance of the committee. The CDK consultant supported the monitoring of the committee. Two staff members from the local partner were supported by CDK to participate in a training in Climate Change Adaptation in the Agricultural Sector, organised by DFC.
Niger	No. of direct people	9.325 people (1.320 HHS)		

Country engagement/ protracted crisis	Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES	Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT	Strategic Direction 3 CALLING FOR A BETTER WORLD	Strategic Direction 4 BUILDING PARTNERSHIPS
South Sudan Displacement Crisis Response in Uganda	1,000 HH (700 refugees and 300 HH from the host community) have received emergency livelihood support. 84% of the target group consumed sufficient and nutritious food. 67% of 2500 VSLA groups have increased their savings and financial knowledge. 3,600 of the target group were strong enough to be phased out of the programme. 17,000 tree seedlings planted supporting 800 HHs and restoring 5 hectares of forest.	N/A	323 reported incidents of conflict within refugee communities. 217 incidents of conflict between host and refugees' community. 3,650 attended peacebuilding and conflict prevention activities.	16 Caritas staff were trained in financial management and internal control, governance, and resource management. 28 Caritas staff and 120 peace committee members received training in SGBV. Staff trained on CHS and informed on Code of Conduct and there has been made IEC materials on expected behaviour to inform both staff and crisis affected people. Complaint Mechanism awareness integrated into all activities. 216 complaints were received, 10 feedback meetings were held and 99,5% complaints were addressed and closed. 1 annual complaint report and statistics was submitted to Caritas Denmark.
Uganda	No. of direct people	18.620 people (3.724 HHs)		

Country engagement	Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES	Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT	Strategic Direction 3 CALLING FOR A BETTER WORLD	Strategic Direction 4 BUILDING PARTNERSHIPS
Engagement in Bangladesh	881 HHs (target 881 HH) in camps are now living in upgraded, safer and more comfortable transitional shelters. 2,285 HHs in camps and among the host communities are now living with improved and safer infrastructure.	3,807 HHs (33% host community, 66% Rohingya) accessed additional income by participating in CFW activities on site improvement (target 690 HHs). 881 Rohingya HHS (target 881 HHs) earned an income from CFW on the upgrading of the shelters. 150 HHs in the host community (target 150 HHs) have received training and cash grants to enable start-up of small income generating activities.	Caritas Bangladesh contributed to conflict prevention by providing IGA opportunities for host community. Other social cohesion activities could not be implemented due to COVID-19 restrictions and government restrictions concerning interaction between host community and refugees.	Caritas Bangladesh has implemented 60% of the CIMS improvement plan (target 60%). Safeguarding Mainstreaming roll-out was continued in 2021. Draft assessment report on CI's 5th Management Standard finalized. IEC materials developed (based on IEC from CDK partners in Africa). 370 staff participated in 14 training. 370 complaint boxes installed in all CB offices. Shared expected behavior of CB staff with 13,666 project participants. ToT Curriculum on Safeguarding developed, incl. training module on safeguarding for general staff.
Bangladesh	No. of direct people	22.158 people (4.838 HHs)		



INNOVATION

– Major Outcomes from 4 Years' Engagement

3. INNOVATION – Major Outcomes from 4 Years' Engagement

The outcome of CDK's innovation engagement can be divided into three categories:

- Development of capacity and competencies at organizational level
- Direct beneficiary impact and SDG contribution
- Project learning resulting in improved global knowledge

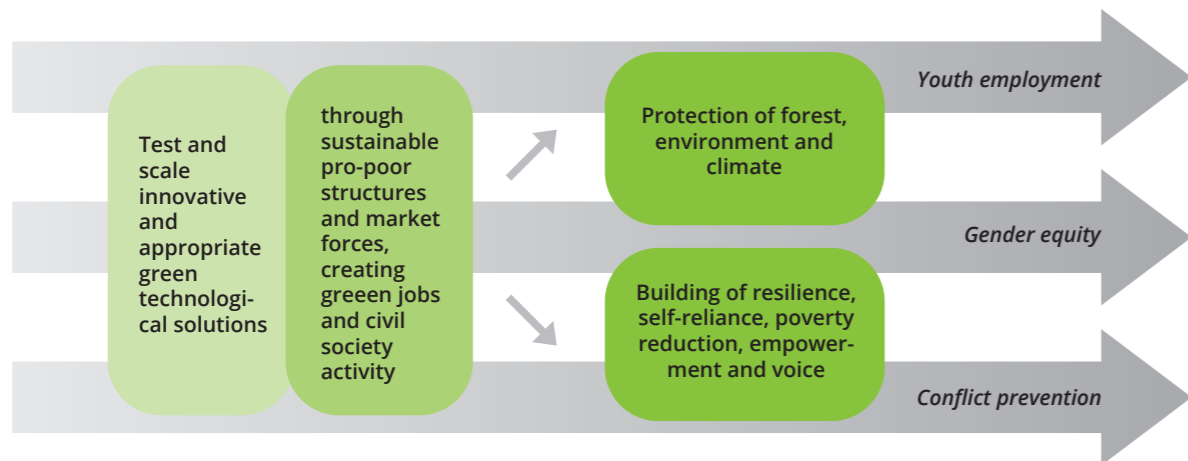
As these aspects have been complementary and mutually reinforcing, the costs cannot be split into these categories but rather presented uniformly as a total of DKK 9,463,819 of which DKK 6,358,305 were funded under lot HUM and DKK 3,105,514 funded under lot CIV. Additionally, **DKK 1.538.094** were contributed by a number of Danish foundations.

INNOVATION 2018 - 2021	# OF DIRECT BENEFICIARIES (INNOVATION)					
	MALE %	FEMALE %	TOTAL # PERSONS	TOTAL # HHS	HOST %	REFUGEE %
HUM	48%	52%	95.240	17.781	29%	71%
CIV	52%	48%	1.031	206	N/A	N/A
Total		52%	96.271	17.987		

3.2.1. DEVELOPMENT OF CAPACITY AND COMPETENCIES AT ORGANIZATIONAL LEVEL

Back in 2018, the MFA asked CDK to rethink our innovation engagement, as they assessed the two projects presented in the SPA II018-21 to fall outside the scope of what could be considered innovation. This led to certain inhouse reflections upon the desired future organisational footprint and scrutiny of our comparative advantages, of beneficiary needs and impact opportunities and of

our strategic priorities and commitments. Reflecting the global Caritas pledge on protection of the environment as our common good following the Pope's commitments in Laudato Si, a framework for our innovation work took form and a search for new and innovative partnerships was initiated. By close of the period, an Innovation strategy and Management Guide had been drafted and five innovation projects developed, of which two had been subject for implementation during 2018-21.



3.2.2. DIRECT BENEFICIARY IMPACT AND SDG CONTRIBUTION

Four learning pilots regarding two innovative solutions were completed during the period 2018-21 and a fifth will be completed by June 2022. The total number of direct beneficiaries from these five pilots is 96,271 individuals, including refugees and local population in Uganda and IDPs in Myanmar. The household level impact for the beneficiaries differs for each of these innovation solutions.

Through access to a SaWa (a water purification device) **92,896 individuals** have improved their access to safe drinking water for a one-year period (SDG 6.1.1). 38% of these beneficiaries previously boiled their water using wood fuel (62% did not primarily due to lack resources). This also meant that time has been saved on firewood collection (SDG 5.4.1), or savings from purchasing cooking fuels (SDG 1.1.1) and reduced their exposure to hazardous air pollution (SDG 3.9.1). Additionally, this has had a positive (though limited) impact on the local deforestation (SDG 15.1.1).

Through access to an ECOCA, a solar-driven electrical cookstove, **675 households** have been able to a full or partial shift from conventional cooking fuels (SDG 7.1.2) and been provided with electricity access (SDG 7.1.1). These households now on average save 8 hours per week on firewood collection (SDG 5.4.1) and \$6 per week from purchasing cooking fuels, lighting and mobile charging (SDG 1.1.1). The beneficiaries have further significantly reduced their exposure to hazardous air pollution (SDG 3.9.1) and their protection risk related to firewood collection (SDG 5.2.2 and SDG 16.1.3), and 23% of these households have gained an average weekly income of \$1.5 from charging of neighbours' mobile phones.



Introducing the ECOCA to WFP incl. ED David Beasley at a 5-day WFP Innovation Accelerator bootcamp in 2019

3.2.3. PROJECT LEARNING RESULTING IN IMPROVED GLOBAL KNOWLEDGE

The knowledge gained through the learning pilots have been utilized internally by Caritas Denmark and our local partners in our programming and by the two involved Danish private sector companies in their adjustment of technologies and business strategies to better suit the needs, contexts, and capacities of future beneficiaries. In the case of the SaWa, the learning and experience has been in-

strumental for the engagements that the company, 4LifeSolutions, now has initiated with numerous humanitarian actors (including CRS Kenya, Red Cross Kenya, CARE Kenya, World Vision Kenya&South Sudan, Kidame Mart in Ethiopia, RUDI & Pharm Access in Tanzania, and PACE in Uganda) aiding up to date over 278,000 poor and vulnerable people across East Africa with safe water access. In 2022 4LifeSolutions and GoU has signed a MoU with a view to expanding cooperation on SaWas.



The UNHCR High Commissioner Filippo Grandi participated in an ECOCA demonstration hosted by CDK local partner CIDI in the Bidibidi Refugee Settlement in Northern Uganda in 2021

The ECOCA has from the onset been subject of profound international attention, being the first solar-powered electrical cookstove. After contributing to the final design and testing of the prototype, Caritas Denmark has had a close learning collaboration with key stakeholders (see table) within the global cooking community. Caritas Denmark has with our partners build a local ECOCA resource centre in Uganda, enabling assembly, installation, maintenance, technology adaption and monitoring of the technology, and with a recent GIZ study (see table) concluding the ECOCA to be the cheapest and most feasible alternative to wood fuel, the path is now paved for green transitioning and combatting wood fuel dependency.

Innovation	2021 Learnings	2021 Progress
Development of capacity and competencies at organizational level	<p>Sharing of learning on innovative approaches:</p> <ul style="list-style-type: none"> • Guest lecture at Aarhus University on private sector collaborations; Pesitho as example. • Presentation during Caritas Europe Innovation Festival 2021 on promotion of innovative technology, ECOCA and Sawa as examples. • Presentation at Globalt Fokus Innovation Working Group on private sector collaborations; Pesitho as example. 	<p>Innovation Strategy and Management Guide drafted.</p> <p>Experience and general competencies on innovation approaches and private sector partnerships gained and shared upon request.</p> <p>Design of three new innovation pilots for implementation in 2022-25 in Bangladesh and Burkina Faso regarding sustainable shelter design, plastic recycling and cocoons for a water retention.</p>
Sawa	<p>Following our previous learning that the beneficiaries are not able or willing to cover the full product price, the private sector partner revised their business strategy to comprise donations financed by humanitarian actors and sales to beneficiaries subsidised by carbon credits. The carbon credit subsidy is expected to be a viable marketing approach as it will considerably reduce the price and thereby make the SaWa affordable for the beneficiaries. The viability of carbon credits as a subsidy strategy and the willingness of beneficiaries to cover the subsidised price is subject to learning from the ongoing willingness-to-pay pilot. The risks involved for Caritas Denmark in engaging in interventions dependent upon carbon credit finance was mapped by an external consultant and considered in the programming.</p>	<p>SaWa willingness-to-pay pilot co-funded by the Novo Nordisk Foundation designed and initiated, for completion in June 2022.</p> <p>Risk assessment on carbon credit finance completed by external consultant.</p>
ECOCA	<p>ECOCA willingness-to-pay learning report externally shared with:</p> <ul style="list-style-type: none"> • UNHCR headquarter and country offices. Presentation of findings made for Environment and Energy Focal Points of the UNHCR country offices at their monthly Environment and Energy Community of Practice meeting. Learning report and power point presentation shared by headquarter to all country offices. Prior to finalisation of the learning report, CDK had three briefings during 2021 with UNHCR headquarter Energy Officer and UNHCR East Africa Environment Officer to share progress and learning. • WFP Innovation Accelerator. Learning report shared with Head of WFP IA who circulated it internally. • WFP headquarter. Learning report shared with Head of Energy, who circulated it internally. • GIZ Energising Development (EnDev) programme. Learning report shared with Head of Cooking Energy Component, who circulated internally and to their Promotion of Renewable Energy and Energy Efficiency Programme (PREEEP). • Mercy Corps. Learning report shared with Director of Environment Team. • UKaid funded Modern Energy Cooking Services (MECS) programme. Learning report shared with MECS Challenge Fund Manager, who circulated it internally and externally in cooking community and offered that CDK could post a blog on their website for distribution of the report. • The Novo Nordisk Foundation who co-funded the study. 	<p>ECOCA willingness-to-pay pilot completed in August 2021 and learning report finalised by CDK in February 2022. The learning report is available on the CDK website.</p> <p>A feasibility study commissioned by the GIZ funded EnDev programme in collaboration with the Uganda Ministry of Energy and Mineral Development on alternative fuels in Uganda to which CDK contributed with knowledge were published in November 2021. The study concludes that the ECOCA is the cheapest and most strategic long-term solution, and recommends that a Willingness-to-Pay learning study is conducted. CDK shared ours.</p> <p>UNHCR High Commissioner participated in ECOCA demonstration in the Bidibidi Refugee Settlement in Uganda.</p>

Cocoons for water retention	<p>Based on the recommendations of the feasibility study, CDK and OCADES-Caritas Burkina Faso decided to concentrate on developing a relevant off-ground gardening methods (cocoon) based on inputs available locally. We thus initiate a pilot in 2022. The circular economy aspect of plastic recycling is more complex and depending of the result of the cocoon pilot we will see if it is still relevant to pursue the idea of developing cocoons of recycled plastic.</p>	<p>In June 2021, OCADES-Caritas Burkina Faso submitted to CDK a concept note for innovative off-ground vegetable gardening “cocoons”, with two overall purposes: 1) access to water saving vegetable gardening for people with limited access to land, 2) recycling plastic waste for reduced negative impact on the environment and for job creation. It was agreed to explore further the potential of the idea in a feasibility study.</p>
Sustainable Shelter Innovation Pool	N/A	<p>In June 2021, after consultations with and encouragement from Caritas Denmark, Caritas Bangladesh submitted a concept note for a Sustainable Shelter Innovation Pool, the purpose of which was to 1) increase localization of funding decisions, 2) promote development of innovative shelter solutions for humanitarian settings. It was subsequently agreed to earmark funding for this in the budget of the coming SPA II.</p>
Plastic recycling for shelter components	<p>The feasibility study convinced Caritas Denmark and Caritas Bangladesh that collecting at the source and sorting of solid waste was one of the key obstacles to more efficient and sustainable waste management in Cox's Bazar. It has therefore been decided initially to design a more efficient general waste collection system as a pilot and learn from that first phase.</p>	<p>In June 2021, Caritas Bangladesh submitted a proposal for a plastic recycling project in urban slums. After consultations with CDK it was decided instead to look into the feasibility of developing such a project in the context of the Rohingya camps in Cox's Bazar and in December 2021 a feasibility study was carried out.</p>





Flexible Fund Allocations

4. Flexible Fund Allocations

In 2021, DKK 2 million was allocated through flexible funds under the Lot HUM (100% expended) to four humanitarian crises in Bangladesh, Burkina Faso, Myanmar and Niger, supporting in total 28,344 direct beneficiaries. From 2018 to 2021, Caritas Denmark’s use of flexible funding under Lot HUM has mainly been allocated through the Caritas Internationalis Emergency Appeal System (CI EA system). The system has allowed CDK to effectively respond to new emergencies all over the world in an efficient, safe, and accountable manner.

The allocation of flexible funds has been aligned with the strategic aims outlined in the Danish Development Policy *The World 2030*: Support to vulnerable groups; build-up self-reliance; support strong and effective coordination mechanisms at national and regional levels; strengthen local partnerships, including programme administration and policy development within partner organisations. More specifically, the flexible funds have provided food, shelter, healthcare, WASH, and livelihood support in

15 different humanitarian emergencies distributed on 10 countries.

The original budget of DKK 8 million for flexible funds was in 2020 topped-up with an additional DKK 5 million for COVID-19 response, meaning that a total amount of DKK 13 million has been expended (in round numbers) on acute humanitarian crisis response operations. Through the EA-System alone CDK, along with 44 other Caritas Organisations around the globe, have been able to support 189,367 direct beneficiaries with the approximate total amount of DKK 32,851,220 (32% contribution by CDK). In addition, CDK funded bilateral emergency responses with DKK 2.5 million addressing the needs of 66,829 persons. Between 2018-2021, CDK have been able to reach a total of **111,583 direct beneficiaries** with emergency relief through flexible funds. The below table provides an overview (in round numbers) of the use of the flexible funds between 2018-2021 and beneficiaries supported through CDK.

Countries/ Year	2018	2019	2020	2021	TOTAL	Beneficiaries
Ukraine	1.000.000 kr.				1.000.000 kr.	1,761
Niger	1.000.000 kr.		1.750.000 kr.	500.000 kr.	3.250.000 kr.	14,869
Mozambique		1.000.000 kr.			1.000.000 kr.	4,477
Burkina Faso		500.000 kr.	1.000.000 kr.	500.000 kr.	2.000.000 kr.	13,106
India		500.000 kr.			500.000 kr.	14,310
Zimbabwe			1.000.000 kr.		1.000.000 kr.	1,936
Lebanon			1.750.000 kr.		1.750.000 kr.	3,062
Uganda			1.500.000 kr.		1.500.000 kr.	35,000
Myanmar				500.000 kr.	500.000 kr.	16,339
Bangladesh				500.000 kr.	500.000 kr.	6,723
TOTAL	2.000.000 kr.	2.000.000 kr.	7.000.000 kr.	2.000.000 kr.	13.000.000 kr.	111,583

RESULTS PER ALLOCATION 2021 FLEXIBLE FUNDS

Allocation 1 - Myanmar	Allocation 2 - Bangladesh	Allocation 3 - Niger	Allocation 4 - Burkina Faso
<p>Background: Karuna Mission Social Solidarity (KMSS – Caritas Myanmar) launched an overall appeal to their current partners within Caritas Internationalis on 25 May 2021, asking for humanitarian support in the current crisis in Myanmar. On 24 June, KMSS requested that Caritas Denmark contribute to KMSS' humanitarian intervention in 9 townships in Mandalay and Sagaing Regions and Kayah State to provide emergency relief to IDPs and host HHs in conflict-affected communities.</p> <p>Results of allocation 1: The CDK contribution covered 100% of the total appeal: 16,339 beneficiaries directly supported (vulnerable host families and IDPs – 54% women) in Mandalay, Sagaing and Kayah. The support consisted in basic food aid (rice, cooking oil, salt), shelter support (tarpaulins) and cash distribution.</p> <p>Summary results: 2,615 HHs (13,299 individuals) received food aid (salt, cooking oil, rice, reduced rations) 760 HHs (3040 individuals) received cash transfers 499 tarpaulins were distributed in IDP camps for multi-purpose use.</p>	<p>Background: Caritas Internationalis launched an Emergency Appeal on behalf of Caritas Bangladesh after Cyclone Yaas on 26 May 2021 hit the regions Barishal, Chattogram and Khulna, which were still recovering from cyclone Amphan in 2020. Broken embankments that had not yet been repaired allowed massive inundations. Houses, infrastructure (toilet, schools), farmland, and fish farming were destroyed.</p> <p>Results of allocation 2: The CDK contribution covered approx. 31.7% of the appeal, equal to 6,723 individuals (57% women) directly supported in 13 wards in Patuakhali, Noakhali and Khulna districts.</p> <p>Summary results: 870 HHs (50% women) received cash grants for food ; 215 HHs received cash for work (66% women) ; 870 HHs received hygiene kits (50% women) Among the above beneficiaries were: 11% people with disability, 14% elderly above 60, and 7% female-headed HHs. 2,188 individuals (65% women) received COVID-19 prevention information, 1,139 were registered for vaccination and 1,105 were vaccinated (61% women).</p>	<p>Background: Due to a deterioration of the humanitarian crisis in Niger, CADEV-Niger launched in July 2021 an Emergency Appeal. It was coordinated with the government of Niger and humanitarian partners to support IDPs and host communities affected by attacks by non-state armed groups in the regions of Tillabéri and Diffa.</p> <p>Results of allocation 3: The total appeal directly supported 1,242 households, in total 8,818 individuals in the regions of Diffa and Tillabéry. The C-DK contribution covered 43 % of the total appeal: 3,792 individuals.</p> <p>Summary results: 1,242 HHs (8,818 individuals – IDPs and host community) received unconditional cash transfers and sensitization on COVID-19 measures</p>	<p>Background: In September 2021, OCADES (Organisation Catholique pour le Développement et la Solidarité) requested CDK support to a rapid response to the humanitarian situation in the communes of Nouna and Sanaba in the Kossi province due to serious funding gaps. Already affected by the general security and displacement crisis, the area was furthermore hit by heavy floods leading to a food security crisis.</p> <p>Results of allocation 4: The appeal (100% covered by CDK) directly supported 200 HHs, in total 1,490 individuals in the Kossi province providing food assistance and WASH support to hard-to-reach populations. Of these 760 women and 730 men, 45 are suffering from a handicap, 775 are children and 75 are elderly.</p> <p>Summary results: 120 IDP HH and 80 vulnerable host HH received food aid (rice, beans, maize, oil, sugar, salt). Sensitization on solidarity and social cohesion was integrated. 200 HH received unconditional cash distributions (15,000 FCFA per HH). 200 HH was assisted with access to clean water, hygiene & sanitation facilities in areas with many IDPs (1 water tower, 10 community latrines, 20 handwashing stations).</p>



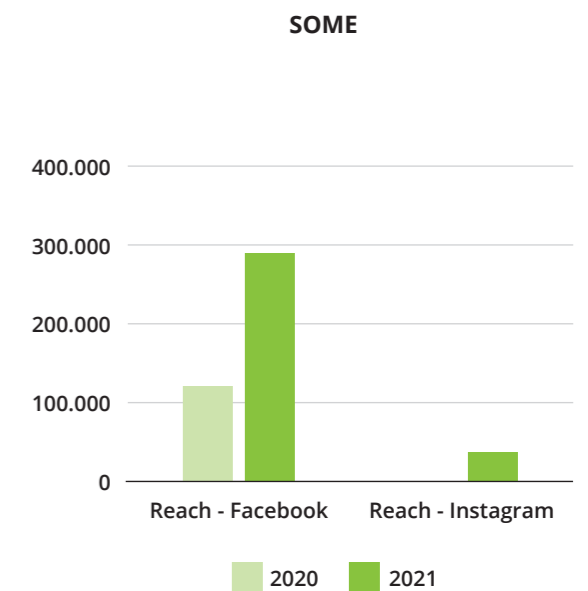
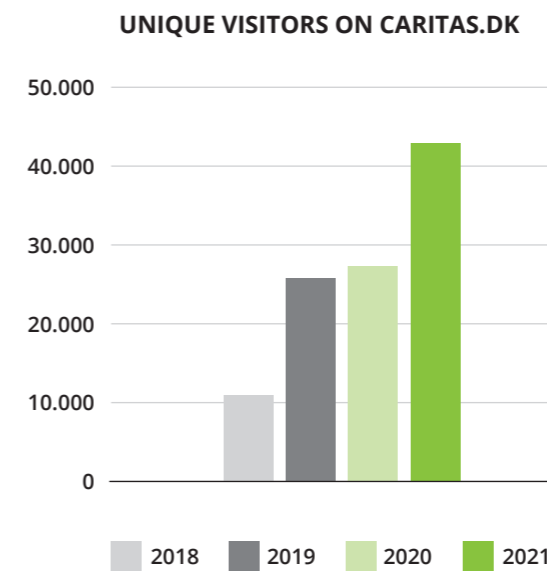


Popular Engagement in Denmark 2018 - 2021

5. Popular Engagement in Denmark 2018 -2021

During the previous Strategic Partnership with MFA, CDK implemented a **stronger strategic focus on information and engagement activities**, putting more resources and quality into fewer activities.

CDK has strengthened communication on digital platforms including SoMe, which has resulted in a bigger reach.



To strengthen engagement and information activities further, reach new target groups and *not just preach to the choir*, CDK also joined in partnership with other NGO's, educational institutions, and private sector partners.

CDK's PRI-related activities from 2018-2021 can be categorized in three different focus areas within which some of the major results are described below.

5.2.1. INNOVATION FOR DEVELOPMENT AND GLOBAL SUSTAINABILITY

In partnership with Danish innovative private sector start-ups, CDK has developed and implemented innovative solutions to development and climate change adaptation in Myanmar, Uganda, and Niger. Innovation for development and global sustainability has also been a focus in CDK's information and engagement activities through e.g.:

- Lectures for students at Århus University.
- Production of an animated video about solar powered micro kitchens in Bidibidi Refugee Camp shown in Catholic Schools.

- A video report from Myanmar also about the micro kitchens shown in Catholic Congregations across Denmark, on www.pesitho.com and on Caritas SoMe.
- Articles and news stories about CDK's innovative partnership with SolarSack and Pesitho on TV2 Lorry, in Politiken, Jyllands-Posten Herning Folkeblad, csr.dk, the magazine 360 degrees, Katolsk Orientering and many other local and national media.

The purpose has been to show selected target groups how it is possible to make positive change for people in need through innovative solution and that they themselves can also be a part of that change.

5.2.2. MIGRATION AND DISPLACEMENT

The number of refugees and displaced people is growing. Meeting the needs of these peoples is an important part of CDK's humanitarian work. Thus, it has also been a focus for engagement and information activities in Denmark throughout the last four years. Three main activities were:

- Caritas Book Club: In 2020 CDK launched The Caritas Book Club. The thematic focus of Caritas Book Club was migration and refugees. CDK started the implementation of Caritas Book Clubs in Lyngby-Taarbæk Bibliotekerne and Tårnby Kommunebibliotek. Lyngby-Taarbæk Bibliotekerne alone, facilitates some 50 different book clubs that engages hundreds of people each month. CDK started a book club in Caritas Center Stenogade in Copenhagen, where two book clubs were active in the fall of 2020. CDK also engaged volunteers in the Faroe Islands who started a book club. The Caritas Book Club is supported by the Gyldendal-owned publisher Cicero with free books and endorsed by author and UNHCR Goodwill Ambassador Khaled Hosseini.
- Mayday Myanmar: In 2020 CDK was a part of MayDay Myanmar. MayDay Myanmar was a peace walk for Myanmar from Fælledparken to Rådhuspladsen in Copenhagen as a response to the military coup on February 1st. and the following displacement of thousands of people. The walk was arranged by Chin Christian Association, CDK, Danmission and The Danish Baptist Church.

More than 300 people participated and many more were present on Rådhuspladsen where the CDK general secretary held a speech. The walk was livestreamed and reached more than 11.000 viewers.

- Public lectures: In 2019 CDK held a public lecture in Caritas Center with movie director Simon Lereng Wilmont (Director of The Distant Barking of Dogs) about the situation in the Eastern Ukraine after the Russian invasion in 2014 - about those who stayed behind in a reality that many others fled. About 50 people attended.

5.2.3. ENGAGING SCHOOLS

CDK has a long and strong partnership with the Catholic Schools in Denmark, **engaging students and teachers in development issues** and global sustainability.

- Bridge Builders: One of the main activities where CDK facilitate exchange between people in the global south and Denmark. In 2017 and 2019 two different groups of Danish teachers, students and other volunteers visited CDK projects in Uganda and Myanmar. On returning they held more than 45 lectures throughout 2018, 2019 and 2020 for some 2500 people on schools, high schools, and congregations.
- caritasskole.dk: **In 2019 CDK launched caritasskole.dk with information on the SDG's and CDK's development work -, adding an educational element to the annual fundraising campaign of the catholic schools in Denmark to CDK.**
- SDG Competition: Together with the Association of Catholic Schools in Denmark CDK has initiated the implantation of annual School Competition for students. The class that can come up with the best innovative solutions that contributes to the fulfilment of one or more of the SDGs wins.
- World's Best News: CDK continued to engage a growing number of students and teachers in the World's Best News campaign, with 144 volunteers in 2019, 187 in 2020 and 212 in 2021 CDK is the main contributor of volunteers the Campaign.



