



2020 Performance Report

Strategic Partnership Lot CIV & Lot HUM

CARITAS DANMARK 2020 PERFORMANCE REPORT FOR LOT CIV AND LOT HUM

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THIS REPORT TO BE READ IN CONJUNCTION WITH:

- Annex I: Lot CIV and Lot HUM 2020 – Audited 2020 Accounts per June 2021
- Annex II: Lot CIV and Lot HUM 2020 – Updated SUMMARY STRATEGIC RESULTS FRAMEWORK 2017-2021.
- Annex III: Caritas Denmark, Three Cross cutting Indicators – 2020 reporting





2020 Organisational & Strategic Developments

1. 2020 Organisational & Strategic Developments

While the world in 2020 was significantly affected by the COVID-19 pandemic, Caritas Denmark (CDK) continued its engagement under the 2018-2021 Strategic Partnership Agreement (SPA) with the Danish Ministry of Foreign Affairs for both Lot CIV and lot HUM. In the CDK countries of engagement various kinds of lock downs, quarantines, and restrictions were encountered, affecting both national and local economies in terms of access to markets, low purchasing power, inflation, lack of transport, lack of farm inputs and serious restrictions on movement and social gathering. In general, the pandemic accelerated existing vulnerabilities and it also caused delays or even cancelling of planned CDK supported activities. With that said, 2020 was also a year where great creativity and ability to adapt programming to the reality of the pandemic became visible. Across SPA country engagements, CDK local partners drew on their intimate knowledge of and regular dialogue with beneficiaries, traditional community leaders, like-minded local NGOs and health authorities to quickly adapt planned activities to COVID-19 realities and enhance health information, education and guidance in their areas of operation. Yet again, CDK partners demonstrated their capacities as first responders in an emergency. Several partners swiftly adapted their systems and re-organised so that they could continue supporting communities using digital communication solutions, alternative means of implementation or remote

management (Myanmar, Jordan, Uganda, Niger). With their consistent presence and rootedness in local communities, several CDK partners across engagements were able to support governments in disseminating information to mitigate the spread of the disease (Niger, Uganda, Myanmar Burkina, Jordan, Niger, Bangladesh). CDK and partners in 2020 addressed the impact of the pandemic by adjusting planned activities and by initiating new “COVID-19 activities” with existing partners (Myanmar, Niger, Uganda). As for CDK, most of the planned capacity building and monitoring visits were cancelled due to the COVID-19 restrictions but CDK managed to visit Uganda and Niger just before the pandemic in February/March 2020 and Burkina Faso in December 2020, the latter contributing importantly to strengthening this newly established partnership. Overall, the CDK partnership model based on subsidiarity, remote support to and quality assurance of CDK partnership engagements proved viable even under a global pandemic. CDK staff sustained the regular and very close communication with the local partners through digital platforms. It allowed CDK to stay aware of contextual developments and accompany partners in finding solutions to problems encountered by adjusting plans, activities, and budgets. Finally, on a positive note, despite the pandemic CDK fundraising in Denmark increased from DKK 6.858.904 in 2019 to 8.424.230 in 2020.

1.1. Lot CIV – Engagement highlights and new initiatives:

In line with the SPA and with the annual consultations regarding Lot CIV, CDK continued engagements to support poor smallholder farmers and urban marginalised groups in four development settings in **Myanmar, Niger, Uganda and Burkina Faso**. The Lot CIV 2020 audited accounts indicate

that an amount of **DKK 17,323,000 was spent on the four country engagements, representing 103%** of the approved programme budgets (including expenses in Denmark). Of the total Lot CIV 2020 budget of DKK 18 million, an amount of DKK 14.7 million (**82% excl. innovation transfers to**

local partners) was transferred to local partners in the four engagements. **The four programmes supported a total of 162,205 persons** (44% men and 56% women) at an average cost of **DKK 90 per beneficiary**.

CDK contributed to the Lot CIV budget with DKK 2.3 million (11%) from private donations, etc., while other donors ("samfinansiering") provided DKK 18.5 million - amounting to a total of DKK 20.8 million in "Egen-finansiering".

In January 2020 CDK initiated a new partnership with OCADES-Caritas Burkina in Burkina Faso. The country is facing one of the fastest growing dis-

placement crises in the world due to terrorist attacks and increasing insecurity. The engagement is designed around a HDP nexus element and has a significant focus on ensuring human dignity, peaceful coexistence and social cohesion for people whose livelihoods are affected due to displacement or influx of displaced. The engagement has proven very relevant as the country saw a 100 percent increase in the number of IDPs from early 2020 to the end of the year. Already within the first year of implementation, there are promising results from the income generating activities (IGA) in terms of women's economic and social empowerment as well as higher levels of peaceful coexistence.

CIV	# OF DIRECT BENEFICIARIES (CIV)			
COUNTRY ENGAGEMENT	MALE %	FEMALE %	TOTAL # PERSONS	TOTAL # HHs
Niger	45%	55%	1.979	305
Myanmar	43%	57%	50.039	10.008
Myanmar - COVID-19	48%	52%	29.881	N/A
Uganda	43%	57%	76.960	13.013
Burkina Faso	35%	65%	3.346	N/A
Total	44%	56%	162.205	N/A

1.2. The Lot HUM – Engagement highlights and new initiatives:

In 2020 CDK transferred **DKK 21.75 million (75%, excl. innovation transfers to partners) of its Lot HUM budget DKK 29.1 million directly to local partners**. This included the flexible funds with a total amount of DKK 7 million, which supported **five crises in Zimbabwe, Burkina Faso, Uganda, Niger and Lebanon benefitting a total 58,345 persons** (42% men and 58% women). The Lot HUM 2020 audited accounts show that DKK 16,993,000 was spent on **the four engagements in Jordan, Niger, Bangladesh and Uganda, representing 98% of the approved programme budgets. It reached 98,327 direct beneficiaries** (46% men and 54%

women and 31% belonging to host communities while 69% were displaced)

The 2020 CDK humanitarian interventions were implemented in line with the Lot HUM submission for the annual consultations between CDK and the Danish MFA in December 2019. The **engagements focussed on four protracted crises** involving Syrian refugees in Jordan, Malian refugees in Niger, South Sudanese refugees in Uganda, Rohingya refugees in Bangladesh, and host communities in all four countries

HUM	# OF DIRECT BENEFICIARIES (HUM)					
COUNTRY ENGAGEMENT	MALE %	FEMALE %	TOTAL # PERSONS	TOTAL # HHs	HOST %	REFUGEE %
Mali (Niger)	54%	46%	6.600	1.100	14%	86%
South Sudan crisis (Uganda)	48%	52%	42.250	8.450	30%	70%
Syria crisis (Jordan)	33%	67%	14.394	N/A	30%	70%
Rohingya crisis (Bangladesh)	48%	52%	35.083	7.309	36%	64%
Total	46%	54%	98.327	N/A	31%	69%

HUM FLEX	# OF DIRECT BENEFICIARIES (HUM FLEX)			
COUNTRY ENGAGEMENT	MALE %	FEMALE %	TOTAL # PERSONS	TOTAL # HHs
Zimbabwe	48%	52%	1.936	382
Burkina Faso	45%	55%	10.178	1.454
Niger	48%	52%	8.169	769
Uganda	39%	62%	35.000	8.000
Lebanon	52%	48%	3.062	612
Total	42%	58%	58.345	11.217

2020 was the first year where CDK included support to Rohingya refugees in Cox's Bazar through Caritas Bangladesh under the Lot HUM. The decision was based on good results from the single grant from the Danish MFA implemented in 2019 and on in-depth consultations with the partner regarding the comparative advantage of both Caritas **Bangladesh** in their special role in Cox Bazar and how CDK could

support this. The engagement in 2020 included transitional shelter, site improvement, income generating activities, conflict prevention (with host community) and not least a component on safeguarding mainstreaming and training of Caritas Bangladesh' staff. The latter is done in coordination with CAFOD, CRS and Caritas Australia.

1.3. Organisational highlights:

During 2020, CDK continued to develop as an organisation with focus on the on-going good value-for-money country and crisis engagements with local partners and engaging in carefully selected global fora that are strategically aligned with CDK. This included global advocacy, learning, application

of standards, new partnerships, and innovation for impact.

In reaction to the recommendations from the Danish Health authorities regarding COVID19 and workplace, the CDK Secretariat in 2020 established

a strict regime for working from home and only occasionally from office. The CDK team proved to be both resilient and creative in finding good solutions for professional support and sparring while maintaining high level of productivity.

During 2020 CDK further adjusted the team composition and portfolios of the international team and expanded it with one additional programme coordinator. This freed resources for more engagement in external working groups (described below). In addition, CDK continued to strengthen the cooperation and clarify roles between the **programme team and the finance team** – all with a view to supporting better financial management and value for money for our local partners. In August 2020, the position as **International Controller** was created. With stronger capacity in place, the finance team embarked on revising the Project Finance Manual and updated it with new templates. In addition, regular meetings between the finance

and programme teams became the norm where challenges and solutions are discussed and finally a plan for financial monitoring visits to the partners in the countries of engagements was drafted. Due to the uncertain time horizon for travel restrictions to be lifted, CDK initiated the first steps towards remote financial monitoring. In Uganda financial monitoring was continued through a local Financial Compliance Officer.

The **International Manual** is the strategic framework which guides CDK's international work. As a professional organisation, CDK is proactively updating procedures and policies to match new developments or requirements from partners, networks, and donors. The year 2020 was no exception. **CDK developed its own Code of Conduct, Children and vulnerable Adults Safeguarding Policy and Environmental Policy** tailored to how CDK effectively works and in line with both the Danish MFA's, EU's and humanitarian standards and Caritas

CARITAS DENMARK SPA 2020 ENGAGEMENTS



Internationalis Management Standards. Furthermore, the **Anti-corruption Policy, Code of Ethics and Procurement Policy** were revised in 2020. The Security policy has been revised and is now more detailed and matches the reality of the international context **in which CDK operates**. Together with the **Security policy**, CDK initiated the development of country security and evacuation plans in the countries of implementation. These plans will be updated on a regular basis as per the guidelines from the Danish MFA, events in countries, and the feedbacks from our partners. Concerning the actual use and implementation of CDK new or updated policies, the Accountability Coordinator embarked on a series of active learning sessions with quizzes points and prizes for the winners. These took place during staff meetings in August/September 2020.

It is also worth mentioning that a new paragraph has been added to the **CDK Complaint Handling Mechanism Policy and Procedures** giving precision concerning the right of the complainant to withdraw his/her complaint. Finally, on the progress of operationalizing the Do No Harm principle, an annex to the private sector contracts was developed and is now a part of the agreement package with the private sector. This annex highlights the important points on the application of the Do-no-Harm Principle in all engagements and actions of CDK: rights of beneficiaries and target groups, behaviour towards and relationship with stakeholders and partner countries, environment, and risk management.

CDK in 2020 continued to contribute to the objectives of the Danish Government's *Initiative on Freedom of Religion and Belief* by the participation of Secretary General Maria Krabbe Hammershøj in the **Reference Group on Freedom of Religion and Belief**. CDK is working in several countries, like Myanmar, Niger and Burkina Faso, where Christianity is a minority religion. Rather than treating FoRB (the right to freedom of thought, conscience, religion or belief), as a separate issue, CDK continued to pursue it as a rights issue and from a protection perspective where the most vulnerable are targeted because they are vulnerable and not because they belong to a particular religion. This approach is in line with the approach of our local partners who see protection achieved, among other things,

by initiatives for social cohesion and cooperation. This is evident in the newly established partnership in Burkina Faso that encourages dialogue across religious and ethnic differences, to increase safety and security.

CDK Demark in 2020 went through a comprehensive process for obtaining an **ECHO certificate (FPA)** as part of a strategy to diversify the donor base for the international engagements. Deloitte carried out the assessment and while it was indeed very thorough, CDK scored 9/10 in the ex-ante assessment (the certificate was issued in Q1 2021).

The PANT principles are enshrined in Catholic Social Teaching. Commitment to and operationalisation of the principles are verified by the CHS and by complying with CI Management Standards (CIMS) and these in 2020 continued to be reflected in the country engagement results.

CDK submitted 8 project concept notes or full **applications to private funds and institutional donors in 2020**. Four concept notes were shortlisted for full application. Three were successful and among them an application to Efficiency for Access Programme for Modern Energy Cooking Services (**MECS**) funded by UK Aid. Negotiations are still ongoing and subject to satisfactory results of a comprehensive risk assessment for the organization. Also CDK received funds for the 7th time from the *Danmarks Indsamlingen – "Børn på flugt har brug for hjælp"*, which targets internally displaced children and their families in Burkina Faso. In addition, CDK embarked on a fundraising cooperation with the American NGO Gorilla Habitat. In line with the localization agenda, Caritas Uganda will be the contract holder and CDK via its participation in the project management committee will contribute with quality assurance.

CDK progressed in 2020 towards scaling up of the two **sustainable green innovative solutions** namely the ECOCA for clean cooking and the SaWa (previously named SolarSack) for clean water. The year 2020 saw refinement of roles and responsibilities between local partners, CDK and our private sector partners and steps taken to further integrate the solutions in the CDK mainstream programming. The **innovation expenses during 2020 amounted to DKK 767,000 (Lot CIV) and DKK 1,594,000 (Lot**

HUM), including TA for an employee at the Secretariat in Copenhagen. CDK also spent funding from the Novo Nordisk Foundation for co-finance the innovation projects in 2020 (DKK 1.485.209 from

1.4. Global highlights:

CDK in 2020 continued to support and influence policy directions and priorities in the confederation **Caritas Internationalis (CI)**. CI was described in the MFA Review and Capacity Assessment 2020 of CDK as “an influential INGO and influencing CI also means influencing development policy more broadly and having a platform to work from”. CDK staff are represented in CI working groups namely: Sahel, ECHO, Impact Investment, Safeguarding, CIMS and the Caritas Internationalis Humanitarian Policy Task Force. A key theme discussed during 2020 was initiated by CDK namely, **a humanitarian-development-peace-nexus study** looking at how partners in the global south work within the nexus. The study would inform a policy paper and possible development or sharing of good practices and tools and form the basis for evidence based advocacy. Unfortunately, the study was postponed due to COVID-19 restrictions on travel. It will be carried out in 2021 with CAFOD and CDK taking the lead.

Similarly, CDK in 2020 continued to push for the localization agenda in the CI Humanitarian Policy Task Force by sharing good practices on how to support and strengthen Global south partners – one example is on CHS. CDK continued in 2020 to support the Grand Bargain workstream # 2 and the localisation agenda by the organisation’s pledge to the **Charter 4 Change** (C4C) commitments, to which CDK is a signatory. CDK commits itself to deliver the changes identified in the C4C within our organisational ways of working so that local partners play an increased and more prominent role in humanitarian responses. The 2020 Lot HUM sponsored via an amount of DKK 72,000 (including TA) for CDK work on Grand Bargain. CDK also facilitated the virtual participation of a female colleague from Caritas Uganda in the Stockholm Forum on Peace and Development” organized by “Stockholm International Peace Research Institute (Sipri) in May 2020 on subjects like “Localizing sustaining peace?” and “Partnerships for community-driven positive peace”.

quarter four 2019 to quarter one 2021). **The innovative activities reached a total of 46,196 direct beneficiaries** (48% men and 52% women)

CDK also continued to engage in **Caritas Europa (CE)** which is the network of 49 member organizations in 46 European countries. The CE Secretariat in Brussels among other things coordinate confederation input to European Policies and is a member of the Board of the EU VOICE NGO network. During the ECHO certification process, CDK received advice from the CE and some CE MOs through CDKs participation in the dedicated CE FPA holders working group.

Climate change and care for creation continued to be a key area for CDK in 2020. As part of our core values this was already emphasized by Pope Francis, in ‘Laudato Si’ – on Care for Our Common Home’, 2015, which is a guideline for the whole of the Caritas Confederation, stating the obligation to fight pollution, climate change and abuse of the Earth’s resources and to protect people affected by climate change. **2020 was the 5th anniversary of Laudato Si’** ([see here for more info](#)). All Catholic organisations are encouraged to dialogue on how we can create change and participate in COP26, where Pope Francis himself will also participate. The CDK Environmental policy developed in 2020 was the first step towards a structured approach for managing the organisation’s environmental footprint.

The Secretary General of CDK, also holds the title of Vice-President of Justice and Peace Europe. **Justice and Peace Europe is a network of 32 national Justice and Peace Commissions** mandated by their Bishops’ Conferences to speak out on the fight against Poverty and for Human Rights, Peace, Reconciliation, Development, and the Care of Creation. In 2020, one example was supporting Justice and Peace in Uganda on the situation of shrinking political space. But in general statements were issued on peace in [Ethiopia](#); [Belarus](#); [Human Rights and Environmental due diligence](#); [Contribution to the future EU Arctic policy](#) and [The World’s Oceans](#).

CDK, with the support of Caritas Internationalis, Caritas Africa, Caritas Germany, Caritas Niger, and OCADES-Caritas Burkina, was actively engaged in the **2020 high-level humanitarian event on the Central Sahel**, hosted by the Danish Government in partnership with the German Government, the European Union (ECHO), and the United Nations (OCHA). CDK played a key role in the coordination of the Caritas contribution to the conference, including preparations towards the *Senior Official Meeting* on 8 September 2020, with participation at Secretary General level focusing on solutions and investments that cut across humanitarian action, development, and peace efforts (HDP Nexus), and

the *Ministerial Roundtable* on 20 October 2020 with the aim to gather political momentum and mobilize support from donors for the Sahel region. CDK’s local partners in Niger and Burkina Faso participated in the technical national consultations in August 2020 as well as the senior official meeting. Together with Oxfam-Ibis, CRS (Catholic Relief Service) and IMS, CDK organised on 14 October 2020 a virtual side event prior to the ministerial roundtable. The event on locally led responses was held in French with 60 participants from national and international NGOs and donors. Amongst the panellists were the Secretary General of CDK partner OCADES-Caritas Burkina.

1.5. Working with standards and data recording – CHS and IATI:

In September 2020, **CDK successfully underwent the 2nd CHS Certification Maintenance audit** and hence completed the full 4-years cycle. The auditor remotely audited two of CDK Local partners (Caritas Uganda and Caritas Jordan) and was very satisfied with the way CDK liaises and does capacity building of local partners on CHS and how the standards are implemented in the programmes.

Simultaneously with the CHS implementation, CDK continued its support to the roll-out of the **Caritas Internationalis Management Standards (CIMS), especially the cross-cutting 5th Management standard on Safeguarding** which was released in December 2020 and for which all *Caritas Internationalis*

Organisation Members (CIMOs) must conform by summer 2021. CHS and the 5th standard of CIMS are mutually reinforcing. **CDK spent in 2020 a total of DKK 111,688 on the CIMS and CHS process of which DKK 8.314 was paid by the Lot HUM.**

Since CDK in 2017 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)*, in-house capacity building in this area has been on-going. CDK continues to publish data in the IATI registry, with less emphasis on the external IATI work as previous done since 2017.

1.6. Follow-up on reviews, evaluations, and consultations:

The MoFA/HCE sponsored **Review and Capacity Assessment of CDK** was conducted in the 4th quarter of 2020. Myanmar and Jordan were selected as countries of engagement for closer scrutinizing. Local consultants were contracted to do the field work e.g. meeting the partners, communities and rights holders. The cooperation with the evaluators

was smooth and very constructive and the result in the form of findings and recommendations in the final review report was exceptionally positive. This was deliberated further during the management discussion between MoFA/HCE and CDK in December 2020.

1.7. Initiatives in Denmark:

The Covid-19 lockdown affected most CDK's initiatives in Denmark. However, the CDK Open Counseling Service stayed open, but only with a telephone service. Also, a Covid-19 Help Network was established by volunteers in 19 cities across Denmark to help vulnerable people, and children in two schools were engaged in the production of Christmas decoration for nursing homes for elders – isolated because of the pandemic.

The lockdown of the Danish schools postponed most of the planned school activities. Instead, a new CDK website for schools was launched. The relevance and usability of the website is being strengthened in collaboration with selected schools.

Also in 2020, CDK Launched a new popular engagement activity: The Caritas Book Club. The Caritas Book Club was launched in partnership with the

Gyldendal-owned publisher Cicero and UNHCR. A Book Club event was held in Caritas Center Stenogade and volunteers have started a book club in the Faroe Islands and Roskilde. CDK has also engaged local libraries in Tårnby and Lyngby in promoting and running Caritas Book Clubs as a part of their own activities. Covid-19 paused the activity temporarily.

Even though a lot of CDK's fundraising activities are based on physical events in schools, churches, and parishes and most of them were cancelled because of Covid-19, **all three major annual fundraising campaigns: Easter/Lent, Caritas Collection, and Advent broke the record results from 2019 which resulted in a 9,4 % total increase from 2019 to 2020. The total support from private donors increased from DKK 6.858.904 in 2019 to 8.424.230 in 2020.**





2020 Lot CIV Progress – Results & deviations per engagement

2. 2020 Lot CIV Progress – Results & deviations per engagement

2.1. Lot CIV Engagement in Myanmar 2020

The Myanmar programme is implemented in cooperation with the local Catholic partner, KMSS, reaching rural communities in the four states of Kachin, Chin, Kayin, and Kayah, and the divisions of Sagaing, Mandalay, Magway, and regions of Ayeyarwadi, and Tanintharyi, strengthening rural development and civil society through support to the formation of savings groups (SGs) and value chain groups (VCGs) as the core activities. Budget: DKK 5,150,000 and audited total expenditure was DKK 4,117,100.

CONTEXTUAL CHANGES DURING 2020

The COVID-19 pandemic had a huge impact on the Myanmar programme in 2020. Due to lockdowns and restrictions on movement and gatherings, a number of activities could not be carried out as planned. KMSS rose to the challenge, however, and re-organised the way they worked, in particular with the savings groups and the value chain groups. Training, accompaniment, and monitoring were done using mobile phones and virtual encounters, and the groups' activities were re-organised so that they could continue their activities and at the same time comply with the authorities' COVID-19 restrictions and good COVID-19 practices. Despite these efforts, a tangible impact of the COVID-19 crisis has been that some saving groups have chosen to disband, due to the economic impact of COVID-19 on the members' household economies. In 2020, the net number of functioning SGs reduced from 275 to 269¹. Similarly, the financial sustainability of the value chain associations has been stressed due to price hikes on inputs and reduced market access.

In agreement with the Danish MoFA, CDK's local partner KMSS spent 9% of the Lot CIV total expenditure in Myanmar on COVID-19 mitigating interventions (see below).

In addition, to the 9% of the Lot CIV that was re-allocated for COVID-19 emergency interventions, another 20% of the original budget for the Lot CIV Myanmar 2020 programme could not be spent, due to the lockdowns and restrictions, and was therefore re-allocated to mainly CDK's CIV budget of Uganda.

KEY RESULTS ACHIEVED IN 2020

In 2020, the Myanmar Lot CIV programme directly benefited an estimated **total of 50,039 individuals**². Of these approx. 57% were women. The programme contributed to the achievement of SDGs # 1, 2, 5, 11, 13, 16. Cost per beneficiary: DKK 82.

Strategic Direction 1:

Saving lives, rebuild communities

In agreement with the Danish MoFA, CDK contributed to KMSS country-wide COVID-19 mitigation plan by allocating part of the Lot CIV budget for COVID-19 humanitarian interventions. In the end, approx. 9% of the budget was spent with the following results: In Chin state, 566 HHs were provided with basic food supplies during a strict lockdown of their village, in Mandalay, four church buildings were converted into quarantine centres, food supplies were provided to four local government operated quarantine centres, and 69 schools (27,051 children), plus 4 other institutions and health clinics

¹ The total number of SGs in 2019 was in fact 314, but this figure includes 39 SGs of the DBC project which was phased out by the end of 2019. The remaining 269 SGs are all part of the CS&PPM programme.

² This figure does not include the beneficiaries of the special COVID-19 interventions under Strategic Direction 1.

were provided with handwashing facilities and IEC materials on COVID-19 prevention.

Strategic Direction 2: Promote sustainable rural development

Saving Groups (SGs): 269 saving groups with 2,420 members (of which 74% are women) were active under the CS&PPM programme. Despite COVID-19, the remaining groups continued to perform well and increased their capacities as civil society organisations. 31% of the SGs reached A-level (target 26%), 48% were on B-level (target 41%) and only 21% had remained on C-level (target 33%)³. Also, despite COVID-19, the percentage of HHs that saved money regularly only reduced from 100% to 90%. It was noted that during COVID-19, 119 saving groups (44%) contributed actively in their local communities to the prevention and mitigation of COVID-19, in cooperation with local authorities. This is evidence that the savings groups have gone beyond the group saving and lending activities and have become a community-based resource that local duty-bearers can count on and do count on, also in a time of crisis.

Women in leadership: 255 out of 269 saving groups have a female leader (95%), 28 out of 78 saving group committees have a female leader (36%). The relative share of women in leadership thus remained high and stable compared to 2019.

Savings and loans: The saving groups' accumulated savings capital amounted MMK 506,501,385 (approx. DKK 2,356,000) which is an increase of six percent from 2019, and the credit provided to members from SGs' savings capital in 2020 amounted to 482,790,050 MMK (approx. 2,245,535 DKK) which is 25% less than in 2019. The reduced growth in savings and the reduction in credit activities are partly a reflection of the negative impact of COVID-19 on the HHs economies, partly of the reduced number of groups in the programme.

Value Chain Groups (VCG): In 2020, 239 value chain groups (VCG) with 1,181 members, were functioning⁴. The newly developed tool for monitoring the capacity and progress of the 39 value

chain committees was used for the first time. The results were slightly below expectations, as more have remained on C-level (16 instead of 9) and fewer have reached A-level (5 instead of 9). The VC Associations have been severely affected by the loss of market access and increased prices on inputs that COVID-19 has caused. In order to deal with the situation, some of the associations are trying to access virtual markets on social media and other digital platforms.

In 2020, 722 farmers were trained in the application of Good Agricultural Practices and / or Climate Change Adaptation (CCA), bringing the total of trained farmers to 1254 since 2018. This is already beyond the programme target. A total of 425 farmers (primarily sesame-farmers) completed the GAP certification process and received their GAP certificates in 2020.

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD:

The joint advocacy platform for 16 local CBOS in Chin state is still in the formation process. Due to COVID-19, fewer meetings have been possible, and a formal platform could not be created. The 16 CBOs, however, are acknowledged by local authorities as partners in development and 5 have received an official certificate of recognition.

Among the SG Committees, local Governments have formally recognized 59% (target for 2020 was 40%) as partners in community development and include the SG Committees and the SGs in public-private initiatives. The SGs' and the VCGs' recognition as partners in development in their communities continued to produce a number of successful cases of collaborative advocacy, whereby the community and the local government engage in joint projects, particularly infrastructure, health and education of benefit to the communities.

KMSS has continued to collaborate closely with regional and provincial governments with a view to promote permanent links between the farmers and relevant public bodies, e.g. linking sesame farmers with Departments of Agriculture for GAP certification, linking SMEs with Small-Scale Industry Depart-

ments for access to start-up loans, linking banana farmers to regional banana forums for export opportunity, and coffee farmers with Leik Tho Coffee Department for access to improved seedlings.

KMSS is in the process of renewing the partnership with the national Ministry of Environmental Conservation and Forestry on tree-planting. Despite COVID-19, 9 of the 16 dioceses in the country were able to continue implementing the tree-planting campaign and even if the supply of seedlings from the government nurseries was drastically reduced, also due to COVID-19, 28% of the targeted no. of trees were still planted in 2020.

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS:

The completion of the Risk Management Policy was postponed due to KMSS' prioritized involvement in the national COVID-19 mitigation efforts.

The integration of Do-No-Harm principle in all CS&PPM formats and procedures was delayed, but trainings of senior management and project staff were initiated in 2020. The following policies in support of the "Do-No-Harm" principle and the Caritas Internationalis Management Standards (CIMS) were approved by the Catholic Bishops Conference of Myanmar in 2020: An updated and revised Safe-guarding of Children and Vulnerable Adults Policy, a Sexual Harassment Policy, a Whistleblowing Policy, and a Complaints Handling Policy.

The implementation of the CIMS improvement plan is continuing across all 16 diocesan offices (DOs): National Office and 2 DOs have successfully completed their plans, 12 DOs are in process, 1 DO has

postponed till 2021.

LESSONS LEARNED

Participatory Action Research (nexus):

The first phase of the Participatory Action Research project in 30 villages in the townships of Magway and Taungdwingyi ("Dry zone") was finalized. The objective of the project is to develop community-led climate mitigation strategies that will improve their resilience to the effects of climate changes, in particular drought and floods. In cooperation with KMSS Mandalay, 180 representatives from the 30 villages have participated in a learning process, including vulnerability assessments, and subsequently developed targeted community action plans which will be implemented from 2021 and onwards. The learning in this project regarding effective climate-change strategies can potentially be scaled-up across the "Dry zone".

ENHANCE programme (nexus):

During COVID-19 restrictions on movement and meetings, KMSS had to rely increasingly on digital communication solutions and shared digital data. A midterm report from ENHANCE highlighted some of the challenges this programme had experienced, e.g. staff's limited knowledge and practice with digital communication, lack of a shared platform for easy access to formats, tools and data, lack of organisational policies regarding data protection. In 2020, ENHANCE, in cooperation with KMSS IT department, embarked on the creation of a new and central I-cloud based platform with greater storage capacity and improved data safety and protection. It is envisaged that the platform will be conducive to improved analysis and learning across the 16 dioceses of KMSS.

2.2. Engagement in Niger (Lot CIV) 2020

The engagement consisted of two main components, (1) PARSEF – socio-economic development of young girls in two vulnerable neighbourhoods in Niamey, financed under the *Danish Broadcast Corporation* (DBC) and 2) PARFEM – support to women's resilience in the neighbourhood II and V of Niamey. The engagement started in January 2019 and is

implemented by the local Caritas Organisation CADEV-Niger, through the diocese of Niamey.

KEY CONTEXTUAL DEVELOPMENTS DURING 2020 INCLUDED:

- The effects of the COVID-19 pandemic including the lockdown and quarantine of Niamey

³ The SGs are monitoring their own progress as civil society actors according to a set of indicators which classify them as A, B or C-level.

⁴ The number of VCGs has reduced from 263 in 2019 to 239 in 2020, partly due to the phase out of 15 groups under the DBC programme in 2019.

⁵ In collaboration with CAFOD, Caritas Denmark is strengthening KMSS' capacity for humanitarian response, including general capacity for quality interventions according to international standards.

- The political campaigns prior to the presidential elections on the 27 December 2020.
- The massive floods of August and September 2020 causing 69 fatalities (OCHA)

Niger saw its first case of COVID-19 the 19th March 2020. The impact of the pandemic has significantly affected the lives of households, particularly urban and peri-urban. In an effort to mitigate the spread of the virus, the city of Niamey was quarantined during the months of March and April 2020, which resulted in serious issues of product shortage and price increase at the local city markets, despite the efforts of the *Ministry of Trade and Private Sector Promotion* to set up ceiling prices in order to control the situation⁶.

The floods of 2020 caused 4 times more victims than the previous year and large evacuations notably in the city of Niamey, where more than 330.000 people lost their homes. It should be noted that approximately 20 beneficiaries from Lot CIV living in municipality V by the river, have lost their properties and are currently living in a relocation site. The municipal, legislative, and presidential elections from the first round took place in December 2020 throughout the national territory in a generally calm climate.

KEY RESULTS ACHIEVED:

The engagement supported an estimated **total of 305 female households (1,979 individuals)**. The engagement contributed to achieving SDGs #1, 2, 3, 8, 10, 16, 17. The total engagement cost was **DKK 1.369.594⁷**, which is approx. **DKK 692 per beneficiary**.

The CDK **Lot CIV contribution represents 6 %** of the total developmental country response programme of the local partner in Niger, demonstrating how successful the partner is to solicit funds from other donors, creating a multiplier effect of the Danish contribution.

STRATEGIC DIRECTION 2 – PROMOTE SUSTAINABLE RURAL (URBAN)⁸ DEVELOPMENT

234 women received loans in the end of 2019 to commence their income generating activities, however the multiple challenges of 2020 made it difficult to develop a reliable evaluation on the current state of the women's income generation. According to CADEV-Niger, most of the women managed to get hold on their businesses by the end of 2020 and are currently making a profit. During the COVID-19 lockdown, most of the women's income generating activities were slowing down. After the gradual lifting of the restrictions, the beneficiaries gradually began to resume their activities. The beneficiaries who lost their homes due to the floods in August and September were assisted through the emergency response of the State, achieving food security and temporary relocation. However, since the relocation site is situated in the peril of the city far away from the women's operating zone, this has a negative impact on the activities. The establishment of urban gardens initially planned in 2020 was postponed to 2021 due to the massive floods in the targeted zone, municipality V. CADEV-Niger is currently examining the possibility of relocating this activity to municipality II and has incorporated an extra focus on risk management related to climate change in the activity, thus the gardeners will be trained in climate adapted gardening techniques.

Despite the challenges, CADEV-Niger managed to train 40 beneficiaries in soap and ointment production and fabric dyeing techniques in order to diversify the IGA's of the women. The targeted number is low, as a measure to respect COVID-19 restrictions on social gathering and to strengthen the Value for Money of the activity and local ownership, since the representants (4 per neighbourhood) were to transfer the content of the training to their own communities. Since some of the women have daughters from the DBC financed project, who are also receiving technical training in the same techniques and methods, this activity gives the mothers and daughters the opportunity to unite their efforts and synchronize their IGA's.

2020 marked the beginning of an increased focus on hygiene awareness within the engagement; a focus that was reinforced in the view of the COV-

ID-19 pandemic. CADEV-Niger managed to support the government in disseminating information to mitigate the spread of the disease starting in the month of June. All households were given key messages around mitigation measures (social barriers, personal hygiene, and symptoms) in line with that of the government and WHO. These messages were provided with the support of the customary leaders. Hand washing stations were set up in all 10 targeted neighbourhoods along with visual informative posters at the office of the customary leader which was widely appreciated. CADEV-Niger chose to support the government's COVID-19 response through a direct collaboration with the customary leaders since many Nigeriens trust these authorities before government officials.

200 women were trained in healthy cooking and accessible quality food. The training was assured by the nutrition and health specialist of CADEV-Niger and supervised by the Officials of the public department of the Promotion of Women. The participants have gained knowledge about the importance of a diverse diet, the different qualities of produce, the importance of medical visits for food vendors and basic kitchen hygiene. The focus on nutrition and health will be continued and strengthened in 2021 with the nutritional training of local community workers, the so-called *Light Mothers*, for the benefit of new beneficiaries.

As another health and sanitation initiative, 79 beneficiaries were trained in garbage sorting with the aim of organizing public waste collections in support of the government's initiative, "Niamey Nyala" in its efforts of transforming Niamey to a clean city without pollution. The women were directed to existing waste collecting committees in each neighbourhood, and material and tools were provided to each office of the customary leader as support to the continuation of this work. The training was held by an official representative of the public Service of Hygiene and Sanitation. This is a good example of CADEV-Niger's efforts in strengthening not only the capacities of the beneficiaries, but also the relations between public authorities and local residents, since many beneficiaries are not familiar with the existence or function of these structures. It is also a good example of the programme's strategic focus on climate and environmental issues, in this case

recycling.

STRATEGIC DIRECTION 3 – CALLING FOR A BETTER WORLD

CADEV-Niger continued raising awareness on women's rights by organizing a public dialogue meeting uniting beneficiaries, public and customary authorities and other stakeholders to discuss the Nigerien woman's rights, based on presentations from different representants underlining the same messages; a catholic priest, an imam, a lawyer and a sociologist. As a new element, CADEV-Niger invited the husbands of the beneficiaries, which was widely appreciated and noted as a good practice, since, according to beneficiaries, the husbands need to feel included in order to understand and support their wives in performing their rights.

100 % of the customary leaders (a total of 20) and the two municipal officials for the promotion of women (one per municipality) are continuously supporting and participating in the activities they are invited to. This is a significant result showing CADEV-Niger's capacities in creating relations and withholding the participation of the associated authorities. According to CADEV-Niger, this is due to the fact that the representants have been included as essential active participants in all phases of the project cycle, from design to implementation and evaluation.

STRATEGIC DIRECTION 4 – BUILDING PARTNERSHIPS

22 staff members of CADEV-Niger received a training in advocacy in 2019, primarily focused on an introduction to advocacy in its general term and the prospects of collecting funding from advocacy actions. CADEV-Niger expressed the need for an extended practical training, to which CDK responded. The M&E consultant held training in advocacy to a total of 15 participants, including all responsible programme staff of both lot HUM and lot CIV. CADEV-Niger applies methods of collaborative advocacy by implying public and customary authorities on a regular basis in both engagements, however no action plan or strategy has been developed yet. It is foreseen, that as an extension of the advocacy class from 2020, the M&E consultant will assist CADEV in developing advocacy plans including indicators for each engagement in 2021.

⁶ <https://www.dw.com/fr/niger-le-covid-19-fait-grimper-les-prix-des-denr%C3%A9es-alimentaires/a-53199871>

⁷ An internal allocation was made to Uganda CIV

⁸ The strategic direction 2: Promote Sustainable Rural Development. However, the Niger CIV engagement is placed in an urban setting targeting vulnerable households in Niamey marking a new priority for CDK that will be continued in the new strategy.

LESSONS LEARNED

The contextual challenges forced the project personnel to adapt the project activities. The floods of August/September have created a specific focus on climate change adaptation and risk management that will be considered further in the continuation of the programme. By supporting state initiatives (e.g. Niamey Nyala, COVID-19 response) and con-

tinuously inviting representants to activities and meetings, CADEV-Niger gains a respected position that is necessary to conduct collaborative advocacy. As mentioned, the invitation of the husbands of the direct beneficiaries to public dialogues on women's rights has been well received and will be continued as a good practice.

2.3. Engagement in Uganda (Lot CIV) 2020

The Uganda engagement comprises of more than 40 farmer organisations and 2 national advocacy platforms. It is implemented by 10 local partners in 16 districts of central and eastern regions, and at national level via two advocacy platforms supported by regional advocacy chapters in all Ugandan regions. The main objective of the engagement is to improve livelihood through civil society strengthening and good governance, as well as increased food security and income through sustainable, market-oriented agricultural production and advocacy. The engagement is aligned to the Uganda Vision 2040, the National Development Plan of Uganda, and the SDGs.

In 2020, the programme through farmer organisations directly benefited an estimated **total of 76,960 individuals (57% females; 43% males), approx. 13,013 households. Cost per beneficiary: DKK 132.** In addition, the two advocacy platforms had a combined membership of 214 organisations, covering **246,106 individuals** (36% ↑ from 2019) - 63% females, 37% males. 88% are youths.

CDK's funding share towards the development engagements⁹ by partners was 22% in 2020, compared to 29% in 2019 and 28% in 2018. MFA's contribution hereof was 92%.

CONTEXTUAL CHANGES / DEVELOPMENT IN KEY RISK FACTORS

Uganda's GDP grew at 2.9% in 2020, less than half the 6.8% recorded in 2019, due to the effects of the COVID-19 pandemic. The pandemic also increased unemployment, particular in the informal sector, and affected the inflation rate which nearly doubled

from 2.87% in 2019 to 4.18%¹⁰ in 2020. These in combination with climate changes heavily influenced the lives of beneficiaries and programme expenses. Programme results were affected negatively at the level of farmer organisations, while advocacy platforms continued yielding positive results. As for activity implementation the local partners managed to stay agile and adapt to the situation. Despite delays all major activities were fully implemented by end-of-year and by following COVID-19 SOPs, embracing IT-technologies, and using alternative means of implementation. Some political engagements relevant for the programme's advocacy effort were cancelled or postponed as the government shifted focus to handle the pandemic. Several partners joined District Task forces to assist in the COVID-19 prevention by authorities in the attempt to curb the spread of the virus.

COVID-19 hit the country amid the run-up to general elections 2021 and was utilized politically to favour the current government. In general, 2020 continued to see reduced space for civil society, political tensions, and military presence. Media houses and political opponents faced warnings by government and some CSOs involved in good governance had accounts frozen. As seen from the below results, however, the C-DK programme stayed unaffected by this and was able to continue its influence on government decisions, greatly attributed to the advocacy platforms' collaborative advocacy approach and the ongoing monitoring of risks and adoption of mitigating measures.

PROGRESS AND ACHIEVED RESULTS

The advocacy platform, Uganda Farmers Com-

mon Voice Platform (UFCVP), founded in 2012, with the objective to advocate for inclusion of small-holder farmers into national development programmes, continued to increase its impact and brought a number of issues to the attention of political stakeholders. By the end of 2020, the UFCVP's member base stood at 168 organisations (12% ↑ since 2019), thereby reaching **41,462 people**¹¹ (45% male; 55% female) through members' members. 26% of these are youths. The achievements included:

- **“Strategic Plan for the Agriculture Sector” and “National Development Plan III” (NDPIII):** The platform was invited by the *Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)* to provide input to Uganda's new *Agriculture Sector Strategic Plan 20/21-25/26* in 2019 which in 2020 resulted into the Ministry adopting all issues presented by the platform. The platform and other CSOs were moreover consulted on Uganda's new NDP (III) with the aim of identifying gaps and providing input on its priorities.
- **Agricultural Extension Services:** UFCVP was officially invited by MAAIF to join a technical working group to review and validate guidelines and working material developed for government extension workers. This came as a result of previous engagements with the Ministry on the issues of agricultural extension services delivery in the country.
- **Review of policies:** The platform was by MAAIF invited as 1 out of 3 CSOs to participate during the review of the draft policy on *Plant Genetic Resources for Food and Agriculture (PGRFA)*. This was after UFCVP pushed for a debate on the draft policy. The platform identified gaps in the draft policy which resulted into a revised draft (to be finalized in 2021).
- **Platform Strategic Plan and Farmer's Manifesto:** The platform successfully launched its new strategic plan 2020-2024 which attracted new partners to the platform. The platform also developed the *Farmers' Manifesto 2021-2025* based on data collection in 100 districts. The purpose was to have political influence before the upcoming

general election in 2021 and to seek commitment from different political parties to support agriculture once they ascend to position of leadership at government levels. Several of the issues in the Farmers' Manifesto were seen among issues presented and prioritized by political parties.

- **Collaboration with Bank of Uganda (BoU):** UFCVP was mapped as a key collaborator of Bank of Uganda (BoU) and trained as Trainers-of-Trainers (ToT) in financial capacity by BoU as 1 out of 30 ToTs in total. The platform further continued its advocacy for better credits and loans to small-holder farmers, including cooperation with the BoU on the *Agricultural Credit Facility (ACF)* - set up by the government of Uganda and administered by BoU. According to a mapping in 2019, the lack of access to ACF-loans experienced by farmers is partly due to insufficient awareness for which reason UFCVP in 2020 developed a fact sheet on ACF in collaboration with the financial sector in Uganda, distributed to 150+ organisations.
- **Organisational capacity:** UFCVP conducted an advocacy capacity assessment of its members to ascertain strength and weaknesses and with the aim of assessing progress made and identify how best to strengthen, mentor, and improve advocacy engagements. CDK was involved in revising and improving the assessment tool used for the purpose. A total of 114 (14 CSOs + 100 CBOs/farmer organisations) were assessed.
- **International engagements:** The platform was invited by Caritas Africa to the 6th African Regional Meeting on SDGs in Zimbabwe, thereby strengthening the network of likeminded organisations in the African region. The forum was organized as a regional follow-up and review of progress, to facilitate peer-learning and advance transformative solutions and actions to accelerate implementation of the SDGs and Agenda 2063 goals. This gave the platform an opportunity to present its contribution to the implementation of the SDGs as well as issues affecting small-holder farmers in Uganda such as climate change.

The above demonstrates the platform's ability to

⁹ Representing share of all development work; contribution within the agricultural/livelihood sector was 37% in 2020

¹⁰ Estimated data only as per October 2020, actual data not yet published by World Bank.

¹¹ 2019 data. 2020 data will be established in June 2021.

bring priorities of small-holder farmers to the attention of authorities and into government policies. The success can be attributed to the collaborative advocacy approach using dialogues, lobbying, networking, collaboration and aligning activities with government policies and laws. Main challenges are the regional platform structures and visibility which is linked to insufficient funds to fully embrace the platform potential.

The National Youth Advocacy Platform (NYAP), founded in 2017 on the premise “*BY youth and FOR youth*”, with the objective to advocate for inclusion of youths in national development programmes and government services. By end 2020, NYAP had a member base of 46 organisations (44% ↑ since 2019), reaching **204,644 youths** (36% male; 64% female). Key achievements in 2020 included:

- **Youth Manifesto 2021-2025:** In collaboration with other youth CSOs, NYAP participated in the formulation of the *National Youth Manifesto 2021-2025* which highlights key policy priorities/demands by youth and presented to political candidates, parties, and government.
- **Policy engagements:** NYAP presented 3 position papers to various committees of parliament highlighting gaps in the budget framework paper and the draft National Development Plan III. This was accomplished through collaborative partnerships with local governments and CSOs on issues of budget, service delivery and accountability. As a result, several recommendations were mentioned in the ministerial budget speech 20/21. NYAP moreover contributed to a review of the *National Climate Change Bill 2020* and shared recommendations with the parliament.
- **Media engagements:** NYAP continued expanding partnerships with media houses to ensure public awareness of the platform. This includes 12 radio channels, 3 TV stations, online media platforms & magazines, which in addition to press conferences gave extensive exposure.
- **Organisational capacity:** NYAP undertook an organisational capacity assessment of the national and regional structures of the platform which resulted in a list of recommendations. The find-

ings led the platform to conduct capacity-building to enhance opportunities for policy influence and will guide NYAP's future priorities as well.

- **International engagements:** NYAP attracted international attention by its participation in international debates, e.g. “*African Youth unite against COVID 19: Analysing the problems and proffering solutions.*” with representation of 30+ African countries and during which two NYAP members were selected as panellists voicing out issues of the Ugandan youth. The views discussed were later published on the website of the *UN Major Group for Children and Youth*.

The youths being dynamic and motivated agents-of-change combined with the platform's ability to reach a vast number of youths within its structures (204,644 youths in 2020) represent a promising foundation for influencing policy makers in years to come. The main challenges are maintaining the platform's regional capacity and structures, particularly as the platform increases its member base.

The farmer organisations (cooperatives and associations) and household beneficiaries are two levels of the programme which experienced different degrees of resilience and results when faced by COVID-19. The farmer organisations (FOs) were adversely affected and only 11% managed to break-even in 2020 compared to 15% in 2019. The FO income growth rate declined from 44% to 25%, however, it is noteworthy that the FOs still managed to maintain positive growth. The number of FO members also continued to rise, albeit at a slower pace (8% increase in 2020 versus 11% increase in 2019). An external assessment showed that 93% of the FOs promoted climate change adaptation, mitigation, and resilience to its members. As regards to advocacy at FOs level, the assessment showed that 72% of FO leaders are aware of public and private programmes from which their FO can benefit (61% in 2019), and 63% of the FOs have developed advocacy strategies. Out of the issues presented by FOs to sub-county and district, 20% were adopted by local government for implementation. The number of presented and adopted issues (23) are fewer than last year (49) primarily due to COVID-19. Due to successful lobby & advocacy activities, the FOs managed to receive cash and in-kind contributions

at a value of DKK 5,260,742. This is an impressive increase compared to both 2019 (DKK 1,600,000) and 2018 (DKK 680,000).

A key challenge continues to be achieving strong and financially sustainable farmer organisations with loyal members. As of 2020, 37% of the members marketed their produce through the FOs which among others is linked to the FOs lack of adequate liquidity to pay members upfront, thereby leading households to seek alternative buyers in need for cash. In view of COVID-19, however, the result is satisfactory as the programme nearly maintained 2019 level (41%) despite of the crisis.

At household level, a reasonable degree of resilience was observed: Though the percentage growth rate in income declined from 14% in 2019 to 11% in 2020, the result is positive not least in the view that monthly households saving surprisingly increased (92% in 2020 compared to 89% in 2019) and 74% consumed 3 meals per day. This evidences that the previous phase of the programme has managed to build not only self-reliance but also resilience of households.

ORGANIZATIONAL CAPACITY

In addition to the above-mentioned organisational capacity developments in 2020, the programme completed a Defensive Driving Training (step 2 of 3) as part of C-DK's Duty-of-Care responsibility towards partners. The planned regional training and sensitizations on *Caritas Internationalis Management Standards (CIMS)* were cancelled due to COVID-19. Yet steps were still made at individual partner level. For example, review/development of CIMS related policies/manuals such as Complaints handling policy, Partnership policy, Children & vulnerable adult protection policy, Code of Ethics and staff Code of Conduct, ICT policy, HR manual, and Finance manual in line with the CIMS. Capacity-building was moreover done on local & national budget planning, analysis, tracking and monitoring with the aim of enhancing the capacity to engage in the local and national budgeting cycle tailored advocacy strategies.

Significant discrepancies and variation affecting result framework and budget

The total **engagement costs were DKK 10,153,994 by end of 2020**. Due to global savings under the overall Lot CIV SPA 2020, the Uganda engagement received an extra DKK 634,000 during the year towards upgrading M&E, roll-out of electronic data collection, external data collection on indicator progress, as well as defensive driving course for drivers and other pertinent activities. In terms of variations according to the result framework, COVID-19 as mentioned had partial negative impact on the programme at the level of farmer organisations. This was particularly due to lockdown/restrictions which affected movement of farmers' produce, access to agricultural input, reduced demand because of lack of transport, low purchasing power, and ban on weekly markets. Worsened by increased inflation, farmer organisations consequently struggled to generate profit and meet targets. This affected the achievements in 2020 and may likely also affect 2021 results.

LESSONS LEARNED

The 2020 implementation gave space for learning and areas to follow-up in 2021, including i.a.:

- **COVID-19** exposed the gaps of both government systems and programme sustainability and provided vital learnings for partners. As a result, partners decided to 1) identify advocacy issues resulting from the COVID-19 pandemic and lay strategies to do advocacy accordingly in support of the vulnerable citizens most severely affected by the pandemic; 2) embrace IT- technologies.
- **Learning reports** were compiled and/or reviewed in 2020 to guide programme priorities. These include: An internally compiled report on irrigation pilot learnings; a report on “capitalization funds” adopted to enhance liquidity of farmer organisations; and – most importantly – an external survey measuring progress on programme indicators. The latter served as an opportunity to have consultants assess progress of the programme and provide valuable recommendations. These will feed into improvement plans and future planning.

2.4. Engagement in Burkina Faso (Lot CIV) - 2020

In January 2020 CDK and OCADES-Caritas Burkina entered a partnership centred around the new Lot CIV engagement in Burkina Faso to support a better integration of children of internally displaced families and host communities of Ouahigouya (Nord) and Tougan (Boucle du Mouhoun). Designed around HDP-Nexus elements, the project's main objectives are to improve resilience of targeted women and youth; to promote the personal development of children by promoting socialization and access to education; to ensure human dignity and peaceful coexistence through the promotion of dialogue and access to the fundamental rights of the target communities.

CONTEXTUAL CHANGES WITH IMPACT ON THE PROJECT /DEVELOPMENT IN KEY RISK FACTORS

Burkina Faso is facing one of the fastest growing displacement crises in the world. In 2020, increased insecurity and terrorist attacks forced more than half a million people to flee their homes deprived of their livelihoods. This represented around a 100 per cent increase of IDPs compared to early 2020. Consequently, 2,500 schools in some of the most affected areas were reported closed by mid-2020, leaving 350,000 children without access to education. Due to their ongoing monitoring of the security situation and adoption of mitigating measures, the security situation remained manageable for OCADES' project staff and the cooperation and coordination with local authorities remained good. This showed to be useful with general election being held on 22 November 2020. Electoral campaigns at the two project areas caused a constant fear of reprisals from terrorist groups having an indirect impact on the planning of activities, meaning that no big assemblies were meeting during the period and a low profile was kept. The project field teams carried out awareness meetings with beneficiaries stressing the importance of keeping political neutrality and maintaining social cohesion even in political divergence.

Although recurrent food insecurity is already a known issue in the two targeted communities, an increase in the vulnerability of households was recorded in 2020 with negative impact on vulnerable households' nutritional status, food consumption and livelihoods due to the security situation, attacks

by autumn legionnaires caterpillars and pockets of dry sequences.

With the breakout of COVID-19 in March 2020 the government imposed a national lockdown, incl. closure of markets, borders, and the suspension of inter-community mobility, which had a major impact on the lives of the affected communities and beneficiaries who could not carry out their daily activities supporting the households, nor could they gather for trainings. The COVID-19 lockdown delayed almost all project activities, which generally started up from June 2020. Especially the after-school centres suffered from the assembly restrictions and did not open until September 2020.

PROGRESS AND KEY RESULTS

The total number of direct beneficiaries of the CDK's engagement in Burkina 2020 was 3,346 persons of which 1,364 displaced women and girls, 701 displaced men and boys, 821 women and girls from host communities and 460 men and boys from host communities. **The total engagement cost** was DKK 1,682,344 in 2020 corresponding to **approx. DKK 503 beneficiary**.

STRATEGIC DIRECTION 2 - PROMOTE SUSTAINABLE RURAL DEVELOPMENT

Key results on Income Generating Activities (IGA):

105 women (50/55 in each community) improved their financial, technical, and organisational capacity and were at end of the year actively engaged at the market and/or at home due to their chosen IGA within cattle and sheep fattening, restaurant/catering, selling traditional beer "dolo", vegetables, cotton wax prints, soap production, and agro-alimentary transformation (food production). The same 100 women were organised in Savings and Internal Lending Groups (SILC). All group members had by end of 2020 a proper saving allowing them to provide for or contribute to their household. All members have taken up an IGA thanks to loans and guidance through the SILC groups. Testimonies show how the groups have provided the women with dignity and less stress than before. An indirect – and very positive – result from the SILC groups is the solidarity and mutual support amongst the

members of the groups across ethnic divides. Especially IDP women testify the psychosocial benefits of being member of the groups where close relations has developed. The project's field facilitators also report how they only need to reach out to some of those women with cell phones, whereby those women will inform the other group members voluntarily and by their own means. This is a good sign of how competition has been replaced by solidarity. Another observation is that some of the more traumatised IDP women now stand up and speak during the group meetings. Also, the women send contributions to each other's families for celebrations or during losses.

Key results on improved socialisation and access to education:

One after-school centre (for children and young people 10-19 years) was established in each community in 2020. Despite only being functioning the last three months of the year (explained below) the centres managed to organise role plays, sketches, song/drawing, and poetry contests, with peaceful coexistence as the overall theme. At the beginning of the project many clashes along ethnic lines were observed amongst the children, however with the activities evolving project staff observed that the children have started to develop friendships across these divides. An improved integration of children from marginalised ethnics is already evident, i.e. *dogon* children playing with *mossi* children – something that was out of question prior to the project. Furthermore, one sewing centre (for young people 14-17 years) was established in each community in 2020. A total of 65 young people were trained in sewing (5 more than foreseen due to an overwhelming interest). They manufactured a school uniform each. The activity has shown to be flexible in adapting to the COVID-19 lockdown (see below).

STRATEGIC DIRECTION 3 - CALLING FOR A BETTER WORLD

Key results on Social Cohesion and Peace (SCP):

Radio spots in four local languages and French delivered key messages on social cohesion and peace underlining the importance of social cohesion, tolerance, and peace to improving the living together and sustainable development. The reach of each of

the two radios is 100 km with an estimated audience of **900,000 persons**. Two Peace and Dialogue Community Committee (one in each community) were installed and have contributed widely to the promotion of living together in both locations. Each committee consists of representatives of IDPs and host community as well as traditional, religious, and local leaders and has already proved their worth in monitoring the SCP activities while also functioning as a conflict prevention/resolution body more broadly. The committees succeeded in organising 7 awareness sessions in 2020 compared to 5 planned promoting tolerance and social cohesion – despite the lockdown. A total of **275 birth registrations and 145 national ID cards were issued** (+140% compared to target). A positive indirect result of the committees is that several beneficiaries report how their engagement in the communities keep them busy and make them feel valuable and welcome.

STRATEGIC DIRECTION 4 - BUILDING PARTNERSHIPS

Key Results on Organisational Development and Capacity Strengthening:

A total of 23 staff members from OCADES' National Office and the two dioceses targeted by the project participated in a workshop on CHS. As a concrete output, the group formulated a complaint handling procedure and implementation strategy setting the framework for each diocese to define their context sensitive complaints handling mechanism (CHM) locally. So far OCADES has CHM set up in all humanitarian programme and most of their development programmes (including the CDK-financed).

Significant discrepancies – including COVID/ Variation affecting planned outcomes

The project's activities were generally delayed and some cancelled due to COVID-19 lockdown. The least affected component was **the community committees for peace and dialogue**. The committees were already established when the lockdown was imposed, which allowed them to reorganise and adapt activities in a timely manner. The long preparation phase allowed for even more awareness sessions to be held than originally planned. **The women's SILC groups and their IGAs** were also affected by the lockdown which caused delays

and postponement of activities. The most affected activities were the technical education, although they managed to find out flexible ways to move on with their programme, i.e. by allowing students to bring home a sewing machine. **The afterschool centres** had not started up by the time the lockdown was imposed, and therefore the centres were very affected by delays. When the centres were finally allowed to open by end of September, local authorities managed to find space for creating new classes for IDP children in former health clinics. The after-school centres were never designed as a replacement of public schools, but as a safe space for vulnerable and even traumatised children to play and learn. However, with more children subscribed to formal schools, a high drop-out rate from both centres was reported by end of the year. At the foreseen school start (prior to the lockdown) 50 pupils were registered in Ouahigouya and 54 in Tougan but only 25 in Ouahigouya and 15 in Tougan showed up regularly by end of the year. From 2021 activities and opening hours of the centres has been adjusted accordingly to meet the current needs.

A COVID-19 component, financed by *Danish Broadcast Corporation* (DBC) who is co-funding the project, was added to the original budget. The COVID-19 component engaged the committees and groups already established. In total **3,000 persons** (incl. 660 beneficiaries of the existing project) were reached by door-to-door sensitization on COVID-19 preventive measures, awareness sessions on COVID-19 and social cohesion during the pandemic, and by the female SILC groups producing soap for the after-school centres and other customers.

As transfer of funds from CDK were delayed in beginning of the year and as the diocese of Ouahigouya did not dispose of their proper resources to prefinance the IGA activities beginning of the year, some delay was reported in the beginning of the year, however they generally managed to catch up.

LESSONS LEARNED AND HOW THESE ARE REFLECTED IN FOLLOW UP ACTIVITIES

Despite a difficult first year of implementation, the project has shown to be of great relevance and the need and interest for long-term assistance has shown significant. The field facilitators report on a general satisfaction amongst beneficiaries, while women and young people from the communities expressed their desire to be included in the project (the SILC groups and technical training have shown especially popular).

The participatory approach to the composition of the community committees for peace and dialogue, made up of representatives of all parts of the community, has encouraged a strong mobilization of people for awareness sessions and debates on social cohesion. This increases the success of the component and strengthens living together.

The project showed the necessity to consider the essential needs of beneficiaries, given the humanitarian and fragile context. During awareness sessions and training, a refreshment or community meal was offered to the beneficiaries to respond to a potentially low participation rate. As many beneficiaries had a long distance to the area for the trainings and project activities and often arrived by foot, it was decided to provide community meals to the beneficiaries as a motivation and to ensure refreshment during the sessions. This option has been very welcomed and has increased participation.

Despite the worsening violent conflict in the Sahel that is disrupting social cohesion in Burkina Faso, the project after its first year of implementation already shows promising signs of improved solidarity and tolerance which is likely to lead to more peaceful coexistence.

Detailed performance reports and results frameworks per country engagements are available upon request.

2020 KEY RESULTS AS PER THE CDK STRATEGIC DIRECTIONS

Strategic Direction 4 BUILDING PARTNERSHIPS	Strategic Direction 3 CALLING FOR A BETTER WORLD	Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT	Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES	Country engagement Myanmar
<p>Due to COVID-19, KMSS developed a new way of working using more digital communication (e.g. Messenger and Viber). The community collected data and forwarded to KMSS. CS&P-PM programme is currently developing an improved data collection system and KMSS-NO is developing a new Management Information System. The implementation of the CIMS improvement plan is continuing across all 16 dioceses (DO): National Office and 2 DOs have completed their plans, 12 DOs are still in process, 1 DO has postponed.</p> <p>Co-funding with other livelihood donors in the seven dioceses plus National Office led programmes, decreased slightly by 2 % from 1,500,411 USD in 2019 to 1,474,306 USD in 2020. Other donors' share of the total livelihood budget increased from 66% in 2019 to 72% in 2020.</p>	<p>239 value-chain groups, 39 value-chain committees and 8 value-chain associations are functioning.</p> <p>722 farmers were trained in the application of Good Agricultural Practices (GAP)/Climate Change Adaptation (CCA). 600 of the trained farmers are practicing the GAP/CCA on their farms. 425 farmers received their GAP certificates in 2020.</p> <p>59% (target 50%) of the saving group committees are formally recognized by local government as partners in community development and are implementing joint public-private initiatives with local government.</p>	<p>83 (target 76) saving groups with functioning businesses and network with financial institutions (A-Level).</p> <p>129 (target 117) saving groups develop small businesses and support local communities (B-Level).</p> <p>57 (target 95) saving groups manage to save systematically (C-Level).</p> <p>90 % of households save money on regular basis.</p> <p>In 100% of households all members have a minimum of 3 meals per day.</p> <p>1,181 households are members of operational farmers' groups.</p> <p>255 out of 269 saving groups have a female leader (95%), 28 out of 78 saving group committees have a female leader (36%).</p> <p>Women constitute 28% of the leaderships in the value-chain groups</p>	<p>566 households received food aid during a 2 week lockdown of the village Kaptel in Chin state, the first village to report a COVID-19 case in Myanmar.</p> <p>69 schools (27,051 children), plus 4 other institutions and health clinics were provided with handwashing facilities and IEC material for COVID-19 prevention.</p>	<p>50,039 persons (Not including "Strategic Direction 1" beneficiaries) (Approximately 10,008 households)</p> <p>No. of direct beneficiaries</p>

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 for Lot CIV	234 women (77 %) of the direct beneficiaries are running IGA's within the framework of the program – most of them contribute to the household's income. ¹² 305 beneficiaries (100 %) were trained in basic hygienic rules including COVID-19 prevention, and 10 out of 10 targeted neighbourhoods were equipped with hand washing stations and informative posters of COVID-19 mitigation. 200 beneficiaries (66 %) were trained in healthy cooking and quality food. 125 (41 %) of the beneficiaries have participated in public waste collections – these will be integrated in the existing waste sorting structures. 20 community and religious leaders (100 % out of the targeted leaders) participate regularly in the engagement's training sessions defending women's rights.	104 beneficiaries (34 %) participated in a public dialogue around women's rights. ¹³ 85 % of the husbands invited to these meetings attended, 100 % of the local customary leaders attended. The level of participation and interest by the public and customary authorities of Commune II and V is continuously high, allowing the partner an ongoing dialogue and space for collaborative advocacy.	Due to COVID-19, the planned workshops and trainings were postponed to 2021. However, the partner has been supported by the local M&E consultant in the program design and reporting. The consultant also organized a training in advocacy (see framework from HUM Niger) gathering all personnel of CDKs funded engagements.
Niger	No. of direct beneficiaries	1,979 persons (305 households – of which 55 % are women)		

¹² As the evaluation of this activity is planned in 2021, it has not been possible to measure the exact percentage of women contributing to their household's income.

¹³ An evaluation of 2021 will conclude on the impact of the awareness raising.

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 Burkina Faso	N/A Lot CIV	105 women (target 100), of which 78 IDP/27 host, were organised in 4 saving and loan groups and received training on their chosen IGA. 95% of the targeted women save money on regular basis allowing them to provide for or contribute to their household. 65 young people (target 60), of which 43 IDP/22 host, were trained in sewing (activity ongoing to 2021). The activity has shown to be flexible in adapting to the COVID-19 lockdown. 79 children (target 100) aged 10-19 years, of which 65 IDP/14 host, have benefitted from psychosocial support and a safe space through the establishment of 2 after-school centres, although only 40 children frequented regularly by end of the year.	2 Peace and Dialogue Community Committees were established and have contributed widely to the promotion and monitoring of peaceful coexistence in both communities. The committees succeeded in organising 7 awareness sessions in 2020 (target 5) promoting tolerance and social cohesion and field staff reports on promising signs of improved solidarity and tolerance which is likely to lead to more peaceful coexistence. Radio spots in four local languages and French delivered key messages on social cohesion and peace. The reach of each of the two radios is 100 km with an estimated audience of 900,000 persons.	23 staff members from OCADES' National Office and the two dioceses targeted by the project participated in a workshop on CHS. As a concrete output, the group formulated a complaint handling and feedback procedure and implementation strategy which forms the framework for each diocese to define their own complaints handling mechanism adapted to the context in line with OCADES Social Cohesion and Peace (SCP) Toolkit. OCADES strives to become a leading NGO in terms of systematic integration of SCP across all programs by 2028. Therefore, the CDK-financed programme centralized around SCP in a setting with high influx of IDPs has provided OCADES with valuable lessons learned and good practices to be shared across programs.
Burkina	No. of direct beneficiaries	3,346 persons (of which approx. 41 % displaced women and girls, 21 % displaced men and boys, 24 % women and girls from host communities and 14% men and boys from host communities)		

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
<p>Engagement in Uganda</p>	<p>N/A for Lot CIV</p>	<p><u># FOs with cooperative registration:</u> Currently 21 (51%) of Farmer's organisations (FO) are registered as cooperatives (78% in 2019). Majority of the remaining FOs have expired certificates, currently in the process of renewal.</p> <p><u>Average member base and decision-making bodies:</u> The avg. member base of FOs was 310 of which 57% are female (53% in 2019). FO executive committees consists of 37% females.</p> <p><u>FO break-even point:</u> 11% of the FOs break-even (15% in 2019).</p> <p><u>Regular saving:</u> 92% of the HHs save money on monthly basis (89% in 2019)</p> <p><u>Food security:</u> 74% of HHs had a minimum of three meals a day on annual basis (65% in 2019). 77% report consuming a balanced diet.</p>	<p><u>UFCVP member base:</u> <i>The Uganda Farmers' Common Voice Platform</i> (UFCVP)'s member base rose to 168 member organisations, representing 41,462 people (45% males; 55% females).</p> <p><u>Evidence of UFCVP results:</u> Influenced government decisions, e.g. 1) Input to <i>Agricultural Sector Strategic Plan</i> of Uganda adopted by Ministry of Agriculture (MAAIF); 2) Platform invited to review gov. policies (PFRFA) and extension workers guidelines; 3) Bank of Uganda partners w. UFCVP on credit facilities to farmers; 4) Farmers Manifesto 2021-2026 presented to politicians.</p> <p><u>NYAP member base:</u> <i>National Youth Advocacy Platform NYAP's</i> member base increased by 44%, covering 46 organisations representing 204,644 youths (36% males; 64% females).</p> <p><u>Evidence of NYAP results:</u> 1) 3 position papers presented to ministries; 2) Youth Manifesto 2021-2026 presented to politicians.</p> <p><u>FO representation in local gov. budget planning:</u> 67% of the FOs represented in sub-county and district budget planning in 2020 (56% in 2019).</p> <p><u>FO advocacy for cash & in-kind contributions:</u> Total value of contributions received by FOs from local gov. and other donors due to lobby and advocacy activities: DKK 5,260,742.</p>	<p><u>CIMS:</u> Regional training on <i>Caritas Internationalis Management Standards</i> (CIMS) + sensitization of bishops cancelled due to COVID-19. Yet steps were still made at individual partner level. For example, review/development of CIMS related policies/manuals such as Complaints handling policy, Partnership policy, Children & vulnerable adult protection policy, Code of Ethics and staff Code of Conduct, ICT policy, HR manual, and Finance manual in line with the CIMS.</p> <p>Status on national CIMS adoption across all 19 dioceses: # of dioceses with appointed and trained focal persons: 15 out of 19; # of dioceses having completed self-assessment: 6 out of 19; # of dioceses having developed CIMS Institutional Development Plan: 3. Delay due to COVID-19.</p> <p><u>Capacity-developments, examples:</u> Comprehensive Advocacy Capacity Assessment of 114 UFCVP member organisations using a revised and enhanced assessment tool. NYAP also did capacity assessment of its structures.</p> <p>Capacity-building done on gov. budget planning, analysis & monitoring to boost engagement in the budgeting cycle tailored advocacy strategies.</p> <p>Defensive Driving Training (step 2 of 3) as part of CDK's Duty-of-Care responsibility towards partners.</p>
<p>Uganda</p>	<p>No. of direct beneficiaries</p>	<p>76,960 individuals (57% females; 43% males), representing approximately 13,013 households.</p>		





2020 Lot HUM Progress – Results & deviations per engagement

3. 2020 Lot HUM Progress – Results & deviations per engagement

3.1. Syria Displacement Crisis – Engagement in Jordan (Lot HUM)

In 2020, the programme reached a total of **14,394 persons**. Of these, **5,000 unique patients** (61% F; 39% M) received health care services. **9,329 persons** were reached directly through health promotion campaigns. **65 persons** (72% F; 28% M) benefited from work-related trainings and workshops. The programme contributed to the Jordan Response Plan (JRP) and the 3RP 2020 - all activities under the programme were approved by the *Ministry of Planning and International Cooperation (MoPIC)* and *Ministry of Health (MoH)*.

Audited Lot HUM Jordan expenditure in 2020 amounted to **DKK 7,875,460**, 94% of which was transferred directly to and administered by Caritas Jordan. **Cost per beneficiary: DKK 547**

A revision of the overall SPA (Lot HUM) 2020 budget, including transfer of the 2019 SPA (Lot HUM) closing balance, enabled CDK in practice to increase the budget for Jordan by DKK 745,820. The revised 2020 Lot HUM Jordan budget contributed to mitigating increased pressure, due to COVID-19, at MoH operated healthcare facilities, while adapting delivery of the Caritas 2020 programme to COVID-19 realities on the ground.

The Lot HUM 2020 Jordan funding stream represented **26%** of health programme funding received by Caritas Jordan towards its JRP/3RP 2020 Jordan health sector response.

The DK MoFA commissioned external SPA Review of CDK, with Jordan (Lot HUM) selected as one of two

case-studies for the Review, confirmed in its Report of December 2020: *“The Review Team concludes that CDK through Caritas Jordan has delivered excellent SPA results in supporting health service provision to Syrian refugees and vulnerable Jordanians”*¹⁴. The Review Team also pointed out that *“In Jordan, CDK was found to have good capacity in conceptualising acute life-saving assistance with a long-term health-system capacity development perspective aiming to build resilience and strengthen social protection systems in situations of protracted forced displacement under an overall localisation strategy.”*¹⁵

KEY CONTEXTUAL DEVELOPMENTS DURING 2020

- There was a slight net increase in the number of urban registered Syrian refugees in Jordan, reflecting a decrease in resettlement departures to third countries.
- A new 3-year rolling Jordan Response Plan (JRP) for 2020-2022 was launched by the GoJ in June. Funding coverage of JRP 2020 needs was just under 50% at 8 March 2021¹⁶.
- The first cases of COVID-19 were detected in the country in March 2020. The initial GoJ response was relatively successful in containing the pandemic. However, by June, the increasingly harsh socio-economic impacts of this *crisis within a crisis* were taking their toll on large segments of the population. A relaxation of restrictions during the summer and autumn saw a sustained rise in infection transmission, morbidity, and mortality rates through to year end.

¹⁴ Review and Capacity Assessment of Caritas Denmark (Final Version), ELQ/ELK, December 2020, p. 16

¹⁵ Ibid, p. 7

¹⁶ <http://www.jrp.gov.jo/files/08032021.pdf>

- The World Bank estimates that GDP in Jordan fell by 8.2% in 2020 compared to 2019. In the three Governorates hosting the highest numbers of Syrian refugees, poverty increased by 38 percentage points among Jordanians and by 18 percentage points among Syrian refugees, bringing an estimated additional 1.5 million Jordanians and 76,000 Syrian refugees below the poverty line in those Governorates.¹⁷
- At the onset of the COVID-19 outbreak, the GoJ designated Caritas Jordan a *critical health responder*, thereby clearly acknowledging its role as healthcare provider within the national health-care system. The challenge for Caritas was how to quickly adapt the operational modalities of the programme to ensure continued access for and maintain delivery of health care services to its target populations taking account of ever-changing COVID-19 realities and GoJ regulations.

RESULT HIGHLIGHTS IN 2020

Strategic Direction 1 – Saving Lives, Rebuilding Communities

HEALTH CARE SERVICES

Measures taken by Caritas to adapt the delivery of planned health care services and health promotion and education to COVID-19 realities included *inter alia*:

- Setting up a dedicated COVID-19 management team at Caritas Jordan;
- Adapting internal procedures and systems to homeworking, incl. staff psychological and self-care support, ensuring staff access to CJ servers, online meetings and trainings;
- Weekly zoom-meetings between CJ and its key Caritas partners;
- Regular coordination and dialogue with GoJ, MoH and its epidemiological department;
- Establishment of dedicated telephone lines for telephone/video consultations, counselling, and contact/dialogue with and from patients;

- Revision and regular updating of all programme and clinic SOPs to ensure compliance with constantly changing GoJ COVID-19 regulations;
- Identifying, pilot-testing and securing patient feedback of NCD medicine home-deliveries, and subsequent roll-out across all CJ clinics;
- Dialogue and agreement with Caritas partner hospitals on COVID-19 adapted procedures for referrals and approvals, and with the Jordanian ambulance-service to ensure transportation of Caritas emergency cases to hospitals;
- Disinfection of all clinics prior to their re-opening, procurement of necessary PPEs and consumables, as well as review and adaptation of medical waste disposal procedures;
- Increased use of Caritas online and social media platforms for dissemination of general and targeted health information, guidance, awareness, and education.

5,000 Primary Health Care (PHC) patients (*original target 4,000*) were provided with **17,674 GP consultations** at Caritas clinics. Patient Experience Surveys showed that 80.5% of patients reported high levels of satisfaction with the timeliness, appropriateness and quality of services provided, while **82.8%** of survey respondents **reported that their health had improved** thanks to the health care services provided by Caritas. The budget revision enabled 1,000 additional PHC patients access to and avail of Caritas PHC services. An analysis of PHC patients in 2020 shows that:

- In line with GoJ guidelines, 70% were Syrian refugees and 30% vulnerable Jordanians;
- 61% were female and 39% were male;
- 24% were children under 18 years, 55% were between the ages of 18 and 59 years. The elderly accounted for 21% of the PHC patient caseload;
- 82% of patients were severely or highly vulnerable (*VAF scores 4 and 3*) under the *Vulnerability*

¹⁷ <https://data2.unhcr.org/en/documents/details/83764>

Assessment Framework (VAF) and scoring system developed and used by Caritas and the international humanitarian community in Jordan.

42% of PHC patients (2,100 patients) were diagnosed with a communicable disease, in particular upper and lower respiratory tract infections. In line with GoJ regulations, suspected cases of COVID-19 were referred to MoH designated COVID-19 laboratories and hospitals for testing and treatment.

Accidents and emergencies accounted for 24% (1,180 patients) of the total PHC caseload. Of these, 37% were children.

Pre- and post-natal healthcare services were provided to 240 pregnant women, 4 of whom were under 18 years. 78% of the pregnant women attended at least 4 of the 5 standard pre- and post-natal GP check-ups, up from 63% in 2019, 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.

1,480 NCD patients (30% of the PHC caseload) were provided with GP consultations for management of their NCDs. 600 of the most vulnerable of these were supported with medicines for 12 months. From the overall NCD patient caseload, 300 chronic NCD patients suffering from hypertension, diabetes, ischaemic heart disease, or combinations of these diseases were selected and enrolled in the Caritas *NCD management course*, and received regular GP monitoring, individual lifestyle counselling and nutritional guidance. The importance of the course, suggested and promoted by CDK in line with SDG 3 commitments, was highlighted in the external SPA review of CDK: *“Participants in the Caritas NCD management course stated that the lifestyle and nutritional education they had received had a positive impact on their overall health and well-being”*¹⁸. However, concrete achievements by the NCD management course group in 2020 were not as positive as in previous years, as COVID-19 restrictions hampered outdoor physical activity and increased poverty levels limited the purchase of healthy fruit and vegetables. Increased use of

¹⁸ Ibid, p. 15

¹⁹ 591 patients received both SHC outpatient and inpatient services, bringing the number of actual unique SHC patients served to 3,541.

phone consultations and counselling rather than face-to-face during lockdown periods may also have been a contributing factor for some patients. Results in 2020 are outlined in the table below:

NCD Lifestyle Behaviour	# & % of NCD Patients at start of course		# & % of NCD Patients at end of course	
	#	%	#	%
Normal Weight	115	38%	133	44%
Overweight	89	30%	78	26%
Obese	96	32%	89	30%
Physically Active	149	50%	188	63%
Smokers	76	25%	69	23%

Secondary health care services were provided to **3,541 unique patients**¹⁹ (*original target 3,146*). 3,312 patients (62% F; 38% M) were referred to Caritas partner laboratories or specialists for necessary out-patient tests and/or specialist consultations. 820 patients (69% F; 31% M) were referred to Caritas partner hospitals for inpatient treatment, including 242 deliveries during the year. In two delivery cases, the mother was under 18 years. 20.7% of births were by caesarean section, in line with SPHERE standards. Compared to original targets, an additional 782 persons requiring outpatient services and 200 patients requiring hospitalisation were accommodated and supported by the programme as a result of the budget revision. Overall, 80% of SHC patients were severely or highly vulnerable under the VAF scoring system.

HEALTH AWARENESS AND PROMOTION

As in previous years, this component of the programme remained focussed on NCDs and Maternal and Neo-Natal best practices in pursuit of SDG 3 goals. However, educational content and guidance were adapted in 2020 to take account of the particular risks associated with COVID-19 for people with NCDs and for pregnant women. Campaign communications were reviewed and replaced primarily by video clips for use on the Caritas website and social-media platforms, as well as at Caritas clinics. Target group feedback was sought

and informed final editing of videos. According to Caritas Jordan records, **9,329 persons** were reached through their campaigns. In addition hereto, Caritas videos were provided to and used by MedAir and RHAS in their health awareness work.

STRATEGIC DIRECTION 3 – CALLING FOR A BETTER WORLD

Some success was recorded on advocacy for a *One Refugee Approach* (Leaving No-One Behind). In late spring 2020, the GoJ announced (with back-donor approval) that access to health care under the Multi-Donor Account held by MoH would be extended to non-Syrian refugees on the same basis as for Syrian refugees. Both CJ and UNHCR had advocated at national level for a *One Refugee Approach* for all refugees residing in Jordan, while CDK had flagged the issue with DK MoFA.

Health Care Reform: As part of its nexus and localisation programming approach as well as CDK exit strategy considerations, CDK and CJ met with 4 Jordanian MPs in February 2020 with a view to creating increased understanding and buy-in on national health care reform from Jordanian MPs. Discussions focused on the need for a broader understanding of health in line with SDG 3, a shift in the balance of health care provision from secondary towards primary and community health care in line with WHO guidelines and the need for a less fragmented national health care service delivery system. Although CDK has not been able to travel to Jordan since the outbreak of COVID-19, CJ has continued to dialogue with MPs.

Caritas advocated successfully that all persons residing in Jordan have access to the national COVID-19 immunisation programme.

STRATEGIC DIRECTION 4 – BUILDING PARTNERSHIPS STRENGTHENING CAPACITIES & COORDINATION

In line with *Grand Bargain* and *Charter for Change* commitments, sectoral and organisational development initiatives aimed at further strengthening national and partner capacities, competencies and skills are supported by the programme.

In 2020, trainings held under Lot HUM Jordan for CJ

staff included: *Early Detection of Mental Health in PHC* for CJ nurses and medical caseworkers (co-funded with Caritas Germany); *MoH Updated Clinical Protocols for NCDs in light of COVID-19* for Caritas health staff; *Infection Prevention and Control in Healthcare Settings*. At organisational level, CDK supported a refresher training for CJ logistics, procurement, and financial staff on the new SAP system in order to iron out teething problems encountered by staff.

To strengthen accountability procedures regarding recruitment, CJ signed up to the *Inter-Agency Scheme for the Disclosure of Safeguarding-related Misconduct in Recruitment Processes within the Humanitarian and Development Sector*, developed by SCHR with strong CI involvement.

Due to COVID-19 demands, other progress on upgrading of CJ HR policies as well as work on accreditation of the Caritas clinics was slower than envisaged.

Health Care Reform: progress and dialogue on health care reform has – understandably – been impacted by the COVID-19 pandemic. However, one of the MoH delegates on the Study Tour to Denmark in 2019 has recently been designated to lead development of a Family Health Care Model for Jordan in support of the necessary shift – in line with WHO guidelines and SDG 3 – to more primary and community-based health care and has requested continued dialogue, sparring and support from Caritas on this.

CJ was invited by MoH to join the Jordan NCD Alliance and has presented their experiences and learning on NCD management and NCD awareness-raising campaigns to the group. Members of the Alliance include MoH, the King Hussein Cancer Centre, RHAS and other national NGOs/CSOs engaged in NCD care management, education, and awareness.

LESSONS

For Caritas, 2020 was a year of constant adaptation and learning, exploring and exploiting new opportunities and ways of working in order to address the health needs of targeted beneficiaries under ever-changing COVID-19 realities.

- Previous years' investments in upgrading organisational systems supported *inter alia* by CDK, such as the CRM data base and the VAF, enabled Caritas Jordan 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.
- The introduction, at the suggestion of CDK, of repeat prescriptions in 2018-2019 under the programme for stable chronic NCD patients meant home-delivery of medicines during COVID-19 lockdowns was cost-effective and viable as three-months supplies could be delivered to each patient. Moreover, by the time COVID-19 struck and lockdowns introduced, chronic patients were already familiar with the repeat prescription system.
- Homeworking, phone-consultations and counselling, and increased use of social-media communi-

cation channels were generally accepted well by staff and patients.

- Despite being faced with a *crisis within a crisis*, Caritas Jordan – organisationally and operationally – proved again that it is a reliable first responder to sudden-onset emergencies.
- As with previous emergencies, the GoJ called, coordinated, and relied on key national Jordanian NGOs, such as Caritas, in responding to the COVID-19 crisis, while key messaging, video clips and guidance was shared among and between them to reach as many as possible.

Through focussed leadership, adaptive management, dedicated programme staff, regular sparring with national and international partners, and much appreciated back-donor grant management flexibility, the originally planned programme broadly met its targets.

3.2. Mali displacement crisis – Engagement in Niger (Lot HUM) 2020

CDK implements the Mali Emergency Response programme in the town of *Ayorou* in the region of *Tillabéri* in partnership with Caritas Niger (CADEV-Niger). In 2020, the programme included support within the sectors of Food Security and Nutrition, WASH and Livelihoods, targeting both Malian refugees, host communities and IDP's in the area. 98 % of the local budget was spent.

KEY CONTEXTUAL DEVELOPMENTS AND RISKS DURING 2020 INCLUDED:

- The continuously deteriorating security situation: from January to December 2020 Niger registered a total of 993 security incidents causing 378 casualties (OCHA).
- The effects of the COVID-19 pandemic limiting field access and causing delays in activity implementation.

The region of Tillabéri continues to be the scene of an increased number of violent attacks by non-state armed groups against both civilians and security forces. In 2020, the region of Tillabéri has recorded 292 security incidents compared to 377 incidents in

the previous three years (2017-2018-2019), causing more than 200 civilian casualties (OCHA). Several attacks in the surrounding areas of Ayorou in late February and the beginning of March caused a delay in the launch of the engagement, which was further delayed by the COVID-19 pandemic, from which Niger saw its first case on 19 March 2020. Due to the following lock-down, the national office of CADEV-Niger was closed for 2 months from the end of March till end of May, and missions to the program site were banned. CADEV-Niger's staff communicated exclusively by virtual platforms; but these meetings were often made difficult by limited or non-existing internet connection. However, despite the security situation and the effects of COVID-19, CADEV-Niger managed to reach an execution rate of 98 % at the end of 2020. This was due to an upscale of activities during the second semester and adaptation of program activities to respect the public COVID-19 measures and security restrictions.

CDK managed to conduct one mission to Niger in late February, but in the rest of 2020 CDKs HUM and CIV engagements were monitored onsite by the local M&E consultant who also assured the techni-

cal capacity building and assistance of both HUM and CIV program staff, which was highly appreciated by CADEV-Niger.

KEY RESULTS ACHIEVED:

The engagement supported an estimated **total of 6,600 people** in 2020. The programme contributed to achieving SDGs # 1, 2, 3, 8, 10, 16, 17. The total engagement cost was **DKK 2.399.438**, which is approx. **DKK 364 per beneficiary**.

The CDK **Lot HUM contribution represents 13 %** of the total humanitarian country response programme of the local partner in Niger.

STRATEGIC DIRECTION 1 – SAVING LIVES, REBUILD COMMUNITIES

Based on the experience from 2019, 600 newly arrived IDPs received food vouchers during the months of July-December 2020. A local market research was carried out prior to the distribution including a Do No Harm analysis. Due to the closure of the national borders as a result of the government's measures to prevent the COVID-19 pandemic, a slight increase was registered in the prices of certain products compared to 2019. While identifying IDP's to receive food vouchers, CADEV Niger provided technical support to the Regional Directorate of the Civil State to update the government's database and statistics of IDP's living in Ayorou as of 26 June 2020. These efforts were much praised by the associated authorities.

60 women were trained in conservation, transformation and commercialization techniques and received seeds to kick start their own crop gardens. These activities were assisted and supervised by the Head of the Agricultural District. The heavy rains of 2020 causing massive floods in several places on the Nigerien territory (including in the capital, as mentioned in Lot CIV) showed to be favorable to the crops produced in Ayorou. For instance, the area is normally not suitable for production of peanuts, but the women were able to produce up to 310 kg per ha, which is a remarkable result.

The efforts of assuring potable water to the populations of Ayorou continued in 2020. According

to the standards of the Ministry of Hydraulics and Sanitation, the 3 additional water points installed in 2020 cover the drinking water needs of 1,500 people. A total of 4,000 people have gained access to safe drinking water through the engagement since 2018.²⁰ The work at field level was accompanied by the local authorities and the technical departments concerned.

As a natural extension to the hygiene and sanitation activities, CADEV-Niger chose to work side by side with the government of Niger to strengthen the awareness in the beginning of the pandemic to help mitigate the spread of the disease. This was made possible through multiple initiatives incl. radio messages about COVID-19 prevention in both Zarma, French and Haoussa, the installment of hand washing facilities in various neighborhoods of Ayorou and informative posters in the national office and around the city of Ayorou to help create awareness.

The initiative to contain the river Kori, threatening to flood the houses in Ayorou was started in 2020; 200 persons (50 persons from the host community, 50 Malian refugees out of camp, 50 Malian refugees from the UNHCR urban site and 50 IDP's) were identified to conduct Cash for Work activities to help with the construction and gain a small income through a period of 25 days in total. A preliminary study was developed in collaboration with the Department of Technical Service of Rural Engineering, in order to identify the exact needs both in terms of the scope of the work and of the materials needed to reduce the threat.

In addition to the two established *Learning and Nutritional Rehabilitation Centers* (a community-based approach encouraged by the Public Health Services) from 2019, CADEV-Niger trained two additional *Light Mothers* to lead mentoring groups providing guidance and rehabilitation support to mothers with malnourished children. The groups, however have met a few start-up difficulties, that are affecting the proper functioning: 1) the newly identified *light mothers* are illiterate like the rest of the target group, affecting their abilities to report to the public health services – the plan is to connect literate young female assistants to each Light Mother which

²⁰ In 2018, there was an extension of the existing water supply system through the construction of 2 water points covering the potable water needs of 1000 people. In 2019, a water supply system was installed and branched out to 3 water points covering the potable water needs of an additional 1,500 people. In 2020, the system from 2019 was extended to 3 new water points to cover the needs of an additional 1,500 people. These calculations of coverage are made on the basis of standards established by the Ministry of Hydraulics of the State of Niger.

is foreseen in 2021 2) a motivation mechanism is needed to retain the *Light Mothers* to carry on their voluntary activities (this will be implemented in 2021).

STRATEGIC DIRECTION 3 – CALLING FOR A BETTER WORLD

CDK and CADEV-Niger were actively engaged in the 2020 *Ministerial Roundtable on Central Sahel* hosted by the Danish Government in partnership with the German Government, the European Union (ECHO), and the United Nations (OCHA). CDK led the collaboration in developing a joint position prior to the event with the Sahel Caritas Internationalis Member Organisations (including CADEV-Niger), Caritas Africa, CI, Caritas Germany and CAFOD, and invited the local partners in Niger and Burkina Faso to the *Senior Official Meeting*, on 8 September, and the *Ministerial Roundtable* on 20 October. Furthermore, together with Oxfam-Ibis, Catholic Relief Services and IMS, CDK held a virtual side event on 14 October bringing both the partner in Burkina Faso and Niger to promote localisation and the importance of community led responses in humanitarian interventions. CADEV-Niger presented a video to introduce the general role and approach of the Caritas organisations from the Sahel.

STRATEGIC DIRECTION 4 – BUILDING PARTNERSHIPS

As mentioned under Niger Lot CIV, 15 staff members of CADEV Niger were trained in advocacy by

the CDK M&E consultant, 11 of whom work directly or indirectly with the CDK financed engagements.

CADEV-Niger developed a resource mobilization policy (based on a CIMS assessment) that allows not only to define and ensure the core running costs linked to the overall structure of the organisation but also to create medium- and long-term financial viability. Together with the other main partners of CADEV-Niger, CDK provided feed-back and technical advice during the elaboration phase. The overall aim is to facilitate the coordination between partners, ensure financing of running costs and in the long-term, improve CADEV-Niger's financial sustainability.

LESSONS LEARNED

Despite the effects of the COVID-19 lock-down, CDK managed to monitor the engagement and ensure technical capacity building and support by a local consultant. The partner also managed to adapt to the new situation, and communication platforms were created internally between CADEV-Niger's staff, but also between Civil Society and public organisations present in the area, including UNHCR and CNE (National Eligibility Commission) to closely monitor the security and COVID-19 situation. Despite the restrained access, CADEV-Niger managed to do remote management and retain its local presence in Ayorou through local community volunteers and project staff placed in Tillabéri.

3.3. South Sudan displacement crisis – Engagement in Uganda (Lot HUM)

The humanitarian programme engagement in Uganda reached a total of **8,450 beneficiary households equivalent to 42,250 people** (5,915 refugee households and 2,535 host communities) in 2020 using the 70:30 ratio as defined by The Uganda Refugee Act 2006. This is above the set target of 6,575 HH. The increase is mainly due to a shift in activities focusing on self-reliance such as vocational skills to distribution of fortified flour to an additional 1,500 households at risk of malnutrition, necessitated by the COVID-19 crisis.

The main objective of the engagement was to

enhance food security and livelihoods through food production and non-agricultural income generation in and around the Bidibidi Refugee Settlement. This was done through addressing basic food security needs through distribution of fortified flour, farm activities, Income-Generating Activities (IGA), and Village-Save-and-Loan Groups. The programme also had peacebuilding, and environment / climate-change components. The engagement was implemented by Caritas Uganda and Caritas Arua and in alignment with the priorities and objectives outlined in the Uganda Refugee Response Plan.

Audited expenditures under Lot HUM were: **DKK 3,460,488. Cost per beneficiary: DKK 82.**

KEY CONTEXTUAL DEVELOPMENTS DURING 2020

In February 2020, the Transitional Government of National Unity of South Sudan was finally established, nevertheless there have been no improvements of the humanitarian situation in South Sudan. Armed conflicts and continued human rights violations persist and conducive conditions are not in place for the safe and dignified return of refugees and Internally Displaced People (IDPs) in South Sudan. The protracted crisis is putting immense pressure on local resources and infrastructure. Furthermore, on 18th March 2020, the Government of Uganda declared COVID-19 a national emergency and proceeded to institute several measures aimed at containing the pandemic including closure of schools, restricted entry into the country, limitation of public and social gatherings and restriction of movement, all of which had huge socioeconomic impacts. Moreover, according to Financial Tracking Service the South Sudan Regional Response Plan 2020 has received only 2.8% (USD 28.6m) of the funding required as of 28 May 2021, leaving it hard for operating agencies to meet needs. This low coverage can partly be explained by support for a COVID-19 Response Plan receiving USD 30m in 2020. In 2020 WFP had to reduce food rations by 40% which compounded further the socioeconomic impact of COVID-19.

The COVID-19 restrictions and lock down also affected the implementation of the programme since only life-saving and food security activities could continue during the peak of COVID19, and this caused some delays. Furthermore, an increasing need for food distributions was noticed, while other more long-term activities focusing on self-reliance such as vocational skills had to be cancelled in 2020. Following COVID-19 taskforce meetings bringing all partners together, it was decided that to mitigate the risks of malnutrition the cancelled activities should be transformed into procurement and distribution of fortified flour to an additional 1500 households at risk of malnutrition. Activities involving many participants were reorganised into smaller groups to respect guidelines of the Ministry of Health, and mass community sensitisation was done in alternative ways such as radio, or

Boda Boda Tuk Tuk (a small car with audio) driving around the settlement.

RESULTS HIGHLIGHTS FOR THE ENGAGEMENT DURING 2020

Livelihood sector: The needs of 32.470 people were addressed through improved food security. According to initial plans an additional 1,500 households received direct food support from the programme. Furthermore, the 2020 programme supported 2,564 households' food production for household consumption. This is an increase of 64 households compared to the target of 2,500 households, which can be explained by budget savings due to a reduction in the price of casava cuttings. According to an end of year evaluation 86.7% of the respondents were eating at least 2 meals per day compared to 73.2% at baseline (2017). Considering the decrease of 40% in food rations by WFP and the difficulties due to COVID-19 this positive result can be attributed to the project.

Income generating activities continued to be a key component to improve livelihoods, partly due to the lack of accessible and sufficient land for refugees. The needs of 630 HH have been addressed via the programme through access to and utilization of IGAs increasing their household income enabling them to buy food. Despite COVID-19, 35.8% of these had by the end of 2020 earned money on their IGA. Beneficiaries are confident that with support of Caritas and the COVID-19 restriction getting more relaxed, this percentage is due to increase. Furthermore, 21.4% of the refugees and 27.2% of the host population managed to earn between UGX 50.000 – 100.000 on their IGA per month.

Vocational skills had to be cancelled as schools were closed for most of the year. These activities were converted into emergency livelihood support such as food handouts and other community-based skills training to improve income generation, e.g. through liquid soap making.

The programme also supported 4,300 households in increasing their access to savings and credits through Village Saving and Loan Associations (VSLA). Despite COVID-19 restriction and the low economic activity among beneficiaries due to lock down, as well as the reduction of food rations for

refugees and the resulting reduction in weekly savings, 50% report having increased their monthly household income, and 35% of the members report to have been able to save between 50,000 – 100,000 UGX by December 2020. The little income made by the households was mainly used to buy food and other household items leaving very little money for savings. However, 72 VSLA groups (representing 1800 beneficiary households) supported since 2018 are now considered strong enough to stand on their own feet.

Protection: The peace committees consisting of members from both refugees and host communities remained to be key in the engagement, seeking to unite refugees and host communities for peaceful co-existence, conflict resolution, and development. In 2019, following the encouragement and recommendations from OPM and UNHCR, Caritas expanded its peace component to zone 3. This initiative continued in 2020 with additional training of the new committee members. Caritas recorded less incidents of conflict within the refugee communities (177) and between host community and refugee community (285) than expected. This is of course positive, however, part of the explanation can be due to the fact that communities have had limited interaction due to COVID-19 restrictions.

Other activities supporting the peaceful cohabitation was the participation in World Refugee Day, facilitation of International Youth Day, 16th Day of Gender Activism and different forms of community sensitisations: talk shows, radio jingles etc. Furthermore, the local partner mediated on issues between refugees and host communities, for instance in a conflict where a host community landowner had rented out the same piece of land to two different refugee groups and received money for the rent. The conflict was solved peacefully through mediation between the different parties involved and the landowner was ordered to refund the money. One farmer group could then continue their field work and the other could rent a different field in order to strengthen their self-reliance.

Energy & environment: CDK' innovation activities are part of the environmental response of the South Sudan crisis response in Uganda. This is separately accounted for in the section on innova-

tion. In response to the environmental degradation, Caritas further provided trees to 100 beneficiary households. A total of 126,627 seedlings was distributed. Three types of tree seedlings were planted namely teak, eucalyptus and gmelina. Survival rate of these were 70%, 60% and 70% respectively. The loss is mainly due to the abrupt disappearance of rain as soon as the planting of seedlings was done.

Furthermore, there was sensitization on environmental protection and conservation, and 14 groups of youth were supported in start-up of IGA through green livelihoods such as bee keeping and honey processing. 63% of these were earning an income by end of the year.

The local partner also actively participates in fora and events on environmental protection. Lately the partner participated in an *Assessment of Forest Resource Degradation and Intervention Options in Refugee Hosting Areas in Uganda* organized by the World Bank and FAO, February 2020.

Capacity building: Various initiatives aimed at strengthening local partner capacities and competencies in line with Grand Bargain and Charter for change commitments. This included among other training of staff and volunteer community extension workers in: Psychosocial support, sexual and gender based violence, a refresher training on good agronomic practices, a training of trainers in business skills, and a further improvement of the local partners capacity in the M&E-tool Open Data Kit/ Kobo collect. Lastly, the local partner was supported by CDK to play an active role in 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. The local partner was subsequently invited to speak at an event on *Localisation in Humanitarian Response* for practitioners and donors in Ireland. This bears witness that Caritas is noticed for relevant input and knowledge.

LESSONS LEARNED

The main challenge in 2020 has by far been the COVID-19 situation and the negative effects of the pandemic, nevertheless the response has progressed well, which the results bear witness to. However, findings from field visits revealed that

more work needs to be done on properly caring for the seedlings planted. Beneficiaries for instance do not weed around the tree which expose the seedlings to bush fire during the upcoming dry season. This is something that will be in focus in the coming year to increase the survival rate further. To address this issue Caritas has in the 2021 programme

therefore adopted agroforestry techniques in which trees will be integrated with crops. With regards to our target group this is a new approach of seedling management. It is hoped that when farmers weed their agricultural crops, trees will be safe as well as the crops. This is expected to increase the survival rate of the planted tree seedlings.

3.4. Rohingya displacements crisis - Engagement in Bangladesh - 2020

CDK implements the Rohingya Emergency Response programme in Cox's Bazar in partnership with Caritas Bangladesh. In 2020 the humanitarian interventions were in the camp no. 19 (Site Improvement) and camp no. 13 (Transitional Shelter Assistance). The interventions in the host community were in wards no. 6, 7, 8 and 9 of Rajapalong Union in Ukhiya Upazila. The overall budget was 3,500,000 DKK. **Expended DKK 3,257,788** and the balance was reallocated to Jordan and Uganda. The local partner budget in Bangladesh was spent in full.

Changes in context / impact of COVID-19:

The global pandemic COVID-19 eventually also spread to Bangladesh and Cox's Bazar in late March 2020. The camp management was able to keep the level of infections in the camps relatively low by imposing severe restrictions on the agencies in the camps, including Caritas Bangladesh (CB). Some activities were deemed essential and allowed to continue, but it was not until late in the year that CB had a window of opportunity to complete the various site improvement works and the shelter upgrading. Some of the other activities, e.g. the IGA component in the host communities, were also affected by the restrictions, but still completed before the end of the year. CB managed to complete all planned outputs by scaling up the number of staff and volunteers substantially, once the restrictions were lifted.

Other risks encountered

It was to some degree a foreseen risk that the Bangladeshi Government would re-start its plans of relocating up to 100,000 Rohingya refugees from Cox's

Bazar to the island Bhasan Char. In November, the Government called upon all national NGOs to assist the Government in this undertaking. Caritas Bangladesh, being in line with the international community on this issue (UN must be allowed to assess the suitability of the island for this purpose before any relocation is considered), initially experienced some pressure from the Government and an emergency advocacy plan to be spearheaded by Caritas Internationalis was drawn up to support CB in this situation, but eventually the Government informed CB that their assistance would not be mandatory, and the advocacy plan was shelved.

Only a few of the risks that were foreseen in the ToC were registered in 2020: Monsoon season, including the spill-over effects of the Cyclone Amphan, affected the camps and the activities in May-June, but the humanitarian agencies and Government provided relief to the victims. A fire broke out on 12th May and destroyed 535 shelters and displaced 595 families in camp 1E, i.e. not where C-DKs programme was implemented.

Key results achieved:

A total of **35,083 individuals** were supported directly through the programme in 2020, of these approx. 52% were women. The programme contributed to achieving SDGs # 5, 8, 9, 13. Cost per beneficiary: DKK 93.

STRATEGIC DIRECTION 1: SAVING LIVES, REBUILD COMMUNITIES:

Shelter:

400 HHs are now living in improved, transitional shelters. The HHs received technical training and

assistance, and building materials, partly according to their own defined needs. Shelters' construction is now more resilient to inclement weather, e.g. monsoon and cyclones, and other effects of climate change, but also with more comfort (partitions, walls, windows). It was planned that 50% of the 400 HHs should be female headed, but due to actual demographics in the target area, only 18,5% were eventually female headed

Site Improvement:

1,535 and 1,822 HHs in camps and host communities, respectively, are now living with improved infrastructure, making daily life safer, especially for women, children and the elderly. In the host communities, 6 new earthen roads were constructed, and a canal was re-excavated. In the camps 28 drains, 243 slope protections, and 44 stairs were done. The target was originally to construct/repair 25 roads in total, but the plans were revised in accordance with the most recent joint needs assessment by the Site Management and Development Partners and the Camp-in-Charge Office Representative and the host community.

STRATEGIC DIRECTION 2: PROMOTE SUSTAINABLE RURAL DEVELOPMENT

Income Generating Activities:

3,351 HHs (17.8% host community, 82.2% Rohingyas) have earned an additional income by participating in Cash for Work (CfW) on site improvement. The original target was 538 HHs but on the request of the Camp-in-Charge the number of individuals and the number of workdays were adjusted. 597 Bangladeshis worked for 23 days on average, whereas 2,755 refugees worked for 2.6 days on average. Cultural norms are still hampering women's participation: 27% of host community labourers and 19% of Rohingya labourers, respectively, were women, but Caritas Bangladesh is maintaining a strong focus on gender in their approach and for the Rohingyas this is an improvement from previous CfW programmes where only 5-7% were women.

200 HHs have received training and cash grants to enable start-up of small income generating activities (businesses) (host community only). The

target was to involve min. 50% women, actual result was 66.5% women among the beneficiaries.

400 Rohingya HHs in the camps earned an income from Cash-for-Work on the rehabilitation of the shelters. 44% of the labourers were women. Labourers earned a daily wage for one day on average.

STRATEGIC DIRECTION 3: CALLING FOR A BETTER WORLD:

Conflict Prevention:

Due to Government restrictions on interaction between Rohingyas and host community, and also persistent hostility from the host community, Caritas Bangladesh found it most useful to prevent conflict by 1) providing IGA opportunities for host community (see above) and 2) organizing rights-awareness and conflict prevention workshops and cultural events in the host community. One cultural event for youths (football tournament) and two rights-awareness meetings (14 youths, incl. 7 girls, and 17 religious leaders, Muslim and Buddhist) were held. It is planned to pursue this strategy of rights-awareness among the host population (including gender) in 2021.

STRATEGIC DIRECTION 4: BUILDING PARTNERSHIPS:

Capacity Building:

Safeguarding Mainstreaming roll-out was initiated in 2020, with a view to further roll-out in 2021. The roll-out is linked to the recently adopted 5th standard under **CI Management Standards** concerning safeguarding and the Core Humanitarian Standards. Caritas Bangladesh' Safeguarding Policy was translated into plain Bangla and distributed in 7,000 booklets to staff, 171 new staff were vetted according to the new safeguarding policy, 13 Safeguarding Focal Committees have been formed at regional, trust, and project level to monitor further roll-out of the policy in 2021. Training in Safeguarding principles was provided to 662 regional and central CB staff.

LESSONS LEARNED

Caritas Bangladesh has a well-functioning complaints and feedback system, using boxes and

hotlines for giving the beneficiaries the opportunity to voice their opinion of the support they receive. During the Post Distribution Monitoring of the Transitional Shelter Assistance component, the beneficiaries expressed much satisfaction with the support provided under this component, but at the same time it was discovered that 52% of the beneficiaries did not know about the general complaint mechanism provided by Caritas Bangladesh. CDK will start discussions with Caritas Bangladesh of what can be done to improve this percentage.

During the implementation of the Income Generation Activity component in the host communities, Caritas Bangladesh found it useful to involve the local Upazilla Livestock Office. Caritas Bangladesh's IGA 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 advice on e.g. vaccination of

the animals in the future. This may be seen as Caritas Bangladesh' first step in the direction of a nexus approach in the emergency programme in Cox's Bazar that looks beyond the IGA as a humanitarian and conflict-preventing intervention, and which lays the tracks for future development programmes in the area.

Detailed country result frameworks per outcome and indicator are available upon request.

2020 KEY RESULTS AS PER THE CDK STRATEGIC DIRECTIONS

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	<p>The programme reached 42,250 people in total.</p> <p>32,470 people received emergency and/or livelihood support.</p> <p>The evaluation report revealed that 86% of respondents were able to access sufficient and nutritious food throughout 2020.</p> <p>35.8% of targeted households were earning money from their IGA by December 2020.</p> <p>1,800 beneficiaries strong enough to exit the programme.</p> <p>126,627 tree seedlings planted, and 68 hectares of forest has been restored.</p> <p>63% of the 155 beneficiaries generated income from green livelihoods.</p> <p>Despite low economic activity during COVID-19 35% of the VSLA groups were able to make savings.</p>	N/A for Lot HUM	<p>177 reported incidents of conflict within refugee communities</p> <p>285 reported incidents of conflict between host and refugee community (target 400).</p> <p>The national dialogue was not conducted due to COVID-19, but the local partner continues to influence peace building and conflict prevention efforts in Bidibidi.</p>	<p>Staff trained on ME-tools such as <i>Open Data Kit (ODK)/Kobo collect</i>.</p> <p>28 Caritas staff and extension workers trained in Psychosocial support and Sexual and Gender Based Violence.</p> <p>18 Caritas staff trained on good agronomic practices and as trainer in Business skills.</p> <p>Complaint mechanisms mainstreamed into activities. 254 complaints received in 2020. All complaints were processed and closed.</p> <p>The local partner has participated at several international events among other at a 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, and as speaker on Localisation in humanitarian response for practitioners and donors in Ireland, and in CI auspices on Decent work.</p>
Uganda	No. of direct beneficiaries	42,250 persons		

2020 KEY RESULTS AS PER THE CDK STRATEGIC DIRECTIONS

	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
Protracted Crisis Syria Displacement Crisis Response in Jordan	5,000 unique patients (3,033 F; 1,967 M) accessed and received Primary Health Care services at Caritas clinics. 17,674 GP consultations were conducted. 3,541 unique patients were referred to and supported with Secondary Health Care services at Caritas partner hospitals. 82.8% of patients survey respondents reported that their health had improved thanks to health care services provided by Caritas. 9,329 persons were reached with Caritas awareness campaigns on NCDs or maternal and neo-natal best practices in a COVID-19 setting. Caritas produced videos shared with RHAS & MedAir for use in their awareness raising activities, so persons reached in practice higher than 9.329.	N/A for Lot HUM	Caritas call for <i>One Refugee Approach</i> : Multi-Donor Fund extends health-care access to non-Syrian refugees in Jordan. Caritas call successful: GoJ has opened access to COVID-19 immunisation to all persons residing in Jordan Health Care Reform: CDK & CJ meeting with 4 Jordanian MPs	65 staff trained 3 sectoral trainings (health); <i>Early detection of mental health in PHC; Clinical protocols for NCDs in light of COVID-19; Infection prevention and control in healthcare settings</i> 1 organisational refresher training for logistics, procurement and financial staff on new SAP financial system CJ joined Jordan NCD Alliance Health Care Reform: MoH delegate on DK Study Tour 2019 now leading development of Family Health Care Model for Jordan – has requested continued sparring and support from Caritas.
Jordan	No. of direct beneficiaries	14,394 persons		

2020 KEY RESULTS AS PER THE CDK STRATEGIC DIRECTIONS

	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
Country engagement Mali Displacement Crisis Response in Niger	The food security of 600 IDPs (160 women and 440 men) was ensured for 6 months (July-December) through the distribution of food vouchers, benefitting a total of 2,995 persons 60 women (22 IDP's and 38 host community members) have improved their income through a training in production and conservation techniques and are running productive crop gardens, benefitting a total of 454 persons. 200 persons (50 host community, 50 IDP's, 50 Malian refugees outside of the camps and 50 former Malian refugees from UNHCR's urban site) added to their income by Cash for Work activities benefitting a total of 1,304 persons. 1,500 persons (100 % of the target) have gained access to potable water, which brings the total # of persons with access to potable water to 4,000 since 2018. 2 Women (former Malian refugees) of UNHCR's urban site have been trained in nutritional recovery methods and equipped to become <i>Light Mothers</i> and provide guidance and assistance to families with children considered moderate or severely malnourished. An addition to the 2 <i>Light Mothers</i> trained in 2019. 50 women (former Malian refugees) of UNHCR's urban site have been trained and organized in SILC groups to develop IGA's and improve their income benefitting a total of 347 persons.	N/A for Lot HUM	CDK played an active role in assuring the participation of CADEV-Niger in all phases of the Ministerial Roundtable on the Central Sahel in October 2020, informing the regional problem analysis and giving voice to the Nigerien communities. At the same roundtable, CDK co-hosted a successful side-event on <i>The Importance of Community Led Responses</i> in which CADEV-Niger played an active role.	In order to prioritize the program activities and catch up on the delay caused by the insecurity and the COVID-19 lockdown, most of the planned capacity trainings for the program staff were postponed to 2021. 15 of CADEV-Niger's staff members were trained in advocacy by CDK's M&E consultant with the aim of strengthening the institutional capacities of the organisation, strengthen the technical competencies of the staff and create advocacy action plans for each of CDK's engagements (Lot HUM and CIV).
Niger	No. of direct beneficiaries	6,600 persons		

2020 KEY RESULTS AS PER THE CDK STRATEGIC DIRECTIONS

<p>Country engagement Engagement in Bangladesh</p>	<p>Strategic Direction 1 SAVING LIVES, REBUILD COMMUNITIES</p> <p>400 HHs in camps are now living in upgraded (safer and more comfortable) transitional shelters. 1,535 HHs & 1,822 HHs in camps and host communities, respectively, are now living with improved (safer) infrastructure</p>	<p>Strategic Direction 2 PROMOTE SUSTAINABLE RURAL DEVELOPMENT</p> <p>3,351 HHs (17.8% host community, 82.2% Rohingyas) have earned an additional income by participating in Cash for Work on site improvement. 400 Rohingya HHs in the camps earned an income from Cash-for-Work on the rehabilitation of the shelters. 200 HHs in the host community have received training and cash grants to enable start-up of small income generating activities (businesses)</p>	<p>Strategic Direction 3 CALLING FOR A BETTER WORLD</p> <p>Caritas Bangladesh contributed to conflict prevention by 1) providing IGA opportunities for host community (see SD2) and 2) organizing rights-awareness and conflict prevention workshops and cultural events in the host community. One cultural event for youths (football tournament) and two rights-awareness meetings (14 youths, incl. 7 girls, and 17 religious leaders, Muslim and Buddhist) were held.</p>	<p>Strategic Direction 4 BUILDING PARTNERSHIPS</p> <p>Caritas Bangladesh' Safeguarding Mainstreaming roll-out was initiated in 2020. Caritas Bangladesh' Safeguarding Policy was translated into plain Bangla and distributed in 7,000 booklets to staff, 171 new staff were vetted according to the new safeguarding policy. 13 Safeguarding Focal Committees have been formed at regional, trust, and project level to monitor further roll-out of the policy in 2021. Training in Safeguarding principles was provided to 662 regional and central CB staff.</p>
<p>Bangladesh</p>	<p>No. of direct beneficiaries</p>	<p>35,083 persons (52% women)</p>		

4. Innovation – Lessons learned & initial results (Lot HUM and Lot CIV)

After three years of experiencing the potentials and pitfalls of applying innovation in our international interventions and understanding the commitment and resources necessary for achievement of fruitful results, CDK has built a solid foundation for development of an Innovation Strategy and Management Guide. This key document will be compiled in early 2021, guiding our innovation work onwards in relation to both strategic direction and ambition as well as processes and tools. The length of the journey we have been through allowing for the organisation to mature and for competencies to nurture, will, we believe, be reflected in the value and applicability of our coming Innovation Strategy and Management Guide. The **innovation expenses during 2020 amounted to DKK 767,000 (Lot CIV) and DKK 1,594,000 (Lot HUM)**, including TA. Number of direct beneficiaries: 46,196 (48% men and 52% women).

The aim of CDK's innovation engagement is to achieve significant impact addressing key challenges experienced by a majority of our target group. The two private sector partnerships initiated in 2018 continued in 2020, aiming at direct impact on SDG indicators: 1.1.1, 2.1.2, 2.3.2, 3.9.1, 5.4.1, 6.1.1, 7.1.1, 7.1.2, 7.2.1, 8.5.2, 8.6.1, 15.1.1, 16.1.3 and 17.9.1 as well as indirect attribution to SDG 4 and SDG 9. The two initiatives are implemented in line with the three-legged CDK *approach to innovation engagements with private sector products*: 1) Impact testing, 2) Willingness-to-pay testing, and 3) Development of marketing strategy with pro-poor access. Learning is the means through which scale-up is achieved.

REFINEMENT OF SCALE-UP STRATEGIES

In 2020, learning from both partnerships called for a revision of scale-up strategies, as reflected in the table below detailing 2020 progress and learning. The 2020 learning concluded that **the water**

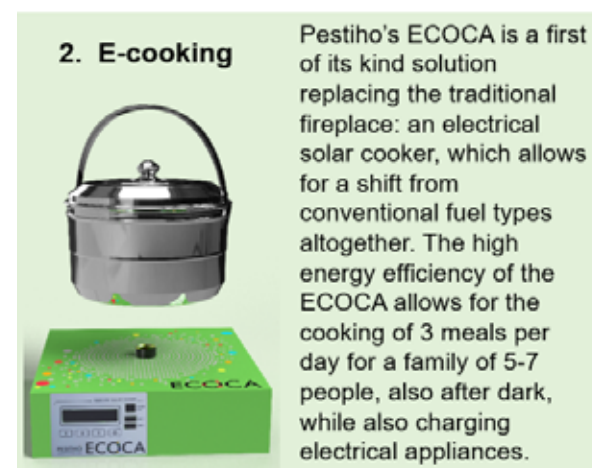
solar-purification initiative will need product subsidy to ensure affordability for the target group.



The private sector partner is therefore pursuing carbon credit eligibility to subsidize the product price accordingly. Willingness and ability of the target group to pay the reduced price is therefore a necessary step for the partners to document before scale can be reached. In 2021, the partners will apply the Novo Nordisk Foundation (who co-financed the impact pilot) for financial support for this test, allowing the partners subsequently to supply subsidized SaWas for the refugee settlements in Uganda. Dialogue with UNHCR Uganda on the scale-up was initiated in 2020 and is ongoing, aiming at establishing a model of collaboration.

A key learning from the e-cooking initiative in 2020 regarding the design of scale-up strategies was for CDK to delegate the full responsibility for the carbon subsidy mechanism to the private sector partners. This learning has fed into the refinement of scale-up strategies on both initiatives. The role of CDK remains in the outlining of programmatic design and in enabling linkages with the relevant local partners and the beneficiaries across and beyond ongoing crisis responses and country programmes, initially in Uganda.

The e-cooking initiative matured in 2020 for the first scale-up phase to commence in 2021, which will include subsidized ECOCA sales to beneficiaries of the Uganda engagements under lot CIV and



HUM. While the costs related to capacity development of support structures in beneficiary farmer cooperatives - such as installation, maintenance, monitoring of usage, and cooking advisory services (enabling green youth jobs) - under lot CIV will be financed mainly by CDK own contribution, the private sector partner handles the full responsibility of financing the product subsidy. As the beneficiaries of the Uganda engagement under lot HUM from the point of view of investors are a more risk prone target group, the DFID funded Modern Energy Cooking Service (MECS) Programme in 2020 agreed to fund the product subsidy and other project costs related to the first scale-up phase for the humanitarian target group. Terms and conditions are being negotiated. Based on the strengthened proof of concept that this “mini-scale-up” will allow, our private sector partner expects subsequently to be able to offer subsidised ECOCA's at a large scale also for our humanitarian target group in Uganda and beyond.

Mainstreaming of the e-cooking initiative across existing CDK engagements in Uganda as well as further scale-up across the Ugandan population would in principle (beyond the initial scale-up phases) be lifted by market forces. However, as the private sector partner is a minor start-up company and the business model requires substantial up-front investment, the scale-up pace is likely to be slow if finances are not blended with donors funding in the initial stages. Several major donors have expressed interest in contributing to financing the scale-up of the e-cooking initiative beyond CDK programmes in Uganda. No pledges in this regard were reached by end of 2020, and further dialogue awaits the finalization of the willingness-to-pay pilot and a comparative study on wood fuel alternatives commissioned by one of the donors.

STEPS TOWARDS MORE INNOVATION INITIATIVES

Despite COVID-19 related delays (explained in table detailing 2020 progress and learning), the maturity reached in 2020 of the two interventions is expected onwards to allow for time and resources to be allocated for new initiatives. Therefore, by end of 2020, the process commenced towards identification of more innovative solutions with potential of achieving significant impact addressing key challenges experienced by majority of our target group. This process will be parallel to the development of the Innovation Strategy and Management Guide and therefore feed well into the section on ideation, solution design and selection. Reflecting CDK's Localisation approach, new initiatives will be prioritised, designed, and implemented in close collaboration with local partners, with the additional aim of adding value to these organisations by building their competencies, strengthening their financial sustainability, and improving their positioning.

INNOVATION	# OF DIRECT BENEFICIARIES (INNOVATION)						
	COUNTRY ENGAGEMENT	MALE %	FEMALE %	TOTAL # PERSONS	TOTAL # HHs	HOST %	REFUGEE %
HUM		48%	52%	45.790	7.891	28%	72%
CIV		55%	45%	406	N/A		
Total		48%	52%	46.196	N/A		

Innovation	2020 Learnings	2020 Progress
<p>Impact testing (lot HUM co-funded by Novo Nordisk)</p>	<p>4Life Solutions' SaWa21 (water purification)</p> <p>The SaWas were positively received by the beneficiaries who have largely adopted it. 99% of respondents trust that the water purification device kills germs efficiently, and 99% are either satisfied or very satisfied with the product. The majority are using the SaWas correctly, indicating proper usage training of beneficiaries. 85% reported that they used the SaWa every day or every second day. The water purification device generally fits well into the local context.</p> <p>The latest product updates were introduced to selected SaWa beneficiaries during the test and had positive responses, suggesting permanent integration of these features in the product. This included a few dispensers that were handed out allowing for easy pouring of water from the SaWa and indicators indicating when water is safe to drink. While positive impact on diarrhoea was verified and confirmed, impact on deforestation was implied but methodological difficulties complicated clear verification.</p>	<ul style="list-style-type: none"> The impact test was completed in 2020 in the Kyangwali Refugee Settlement in Western Uganda, where 25,000 SaWas were distributed to refugees and host population (70%-30% distribution as per national law). The project reached 7,891 households counting 45,770 beneficiaries. An end of pilot learning evaluation was completed, from which the learning has been instrumental for improvement of product design and for development of scale-up business model.
<p>Willingness-to-pay testing (lot CIV)</p>	<p>Useful learning was gained on the training needs of the sales agents and the structuring of sales. Further, it was established that the product cannot be sold at its full price to the targeted low-income beneficiaries, especially in the rural setting. The majority of the SaWas was sold by the sales agents at a lower price than the established sales price, removing the profit (commission) that was intended for the sales agents. The sales at the full price were so few that the sales agents found the commission too low considering how many SaWas they were able to sell per day. Consequently, selling the product at its full price (minus commission) removes the SDG8 contribution and it is unlikely to reach scale without providing an incentive for distribution through sales.</p>	<ul style="list-style-type: none"> The willingness-to-pay (WtP) test was completed in 2020 in the rural setting, following completion in the urban setting in 2019. 159 SaWas were sold in the urban setting (residents of the Kampala slums) and 203 in the rural setting (residents of Rakai District). Besides establishing WtP for this low-cost product, the test aimed at creating decent youth employment for the sales agents selling the product to co-members of their farmer cooperatives. While the WtP test was planned to have a much larger scale, it was cut short due to the early learning. COVID-19 restriction impeded and delayed implementation, and the socio-economic consequences of the lock downs for the population may to some extent have affected findings.
<p>Marketing strategy with pro-poor access</p>	<p>The revised scale-up strategy involving carbon credit financed product subsidy reflects the learning of the WtP test and is expected to be a viable marketing approach as it is likely to considerably reduce the price. This can make the SaWa affordable for the beneficiaries and thereby enable sufficient sales for the sales agents to gain decent youth employment. The adoption rate from the impact test indicates substantial carbon emission reduction, which should enable carbon credit issuing.</p>	<ul style="list-style-type: none"> Based on the learning from both tests, the business strategy was in 2020 adjusted to involve subsidy through carbon credits. The private sector partner in 2020 initiated the pursuit of registration for carbon credit with the Gold Standard. CDK is in 2021 to make a risk assessment of this new marketing strategy.

21 Start-up company as well as product were previously named "SolarSack"

Pesitho's ECOCA (e-cooking)	
Impact testing (lot HUM)	The impact test was completed in 2019 and the learning reports continued to be shared with global actors in 2020.
Willingness-to-pay testing (lot CIV + lot HUM + Novo Nordisk Foundation)	Learning from the test is not yet available. However, considerable WtP among the target groups was implied by the need for establishment of a waiting list for beneficiaries eager to purchase a subsidised ECOCA.
Marketing strategy with pro-poor access (lot CIV) (lot HUM)	<p>The aim of the establishment of the ECOCA cooperative adjacent to the Bidibidi Refugee Settlement in Uganda is dual. While the structure is intended as a marketing structure that enables last mile distribution of ECOCA's, making the technology accessible to the target group, the purpose is additionally to enable decent green youth employment. The learning in both regards will be documented in 2021.</p> <p>Preparations were well under way to set-up a joint company with Pesitho with the aim of channelling carbon credit income for ECOCA subsidy, making the ECOCA affordable for the CDK target group, and the Uganda Carbon Bureau (UCB) was in the final stages of having the ECOCA added to their Clean Development Mechanism (CDM) Programme of Activities (PoA), named Improved Cook Stoves for East Africa (ICSEA). Nevertheless, in August, Caritas was informed that the UN Framework Convention on Climate Change (UNFCCC) had no longer mandate to approve an application due to the expiring of the Kyoto Protocol and that a carbon credit modality was not yet developed for the Paris Agreement replacing the Kyoto Protocol. Thus, the absence of a new carbon credit facility left no real basis to start a joint company based on CO2 credits, unless the process was restarted under the Gold Standard carbon credit modality. CDK acknowledged that the organisation's risk willingness did not allow for a continuation of the carbon credit pathway that had proven unpredictable and resource demanding.</p>
	<ul style="list-style-type: none"> • The learning from the impact test fed in 2019 into the adjustment of the prototype, leading to the development of the final ECOCA technology used in 2020. • COVID-19 lock-down in China and querying in the cargo system delayed shipment of the components for the 575 ECOCA's (purchased in December 2019) to Uganda, followed by lock-down in Uganda temporarily halting activities. • COVID-19 induced delays in the marketing structures (see below) further impeded implementation of the WtP test among the four target groups in Uganda with different purchasing powers. Completion of the test establishing WtP and mapping preferences for credit repayment was postponed until 2nd quarter of 2021. • The local partner managed in 2020 to form the ECOCA Cooperative responsible for the local ECOCA production (assembly), sale, installation, household adaptation, repair, and usage tracking. The cooperative premises were for a period seized by the Ugandan authorities as COVID-19 quarantine centre, which impeded the cooperative's involvement in the implementation of the WtP test. • Before end of 2020 the cooperative had become operational, despite restrictions in international travels limiting on-site visits and thus impeding transfer of technical skills by Pesitho. The cooperative however still depends upon guidance from the project partners and has not yet reached financial sustainability. • The scale-up strategy to establish a first of its kind non-profit company with Pesitho with the aim of channelling carbon credit income for ECOCA subsidy, making the ECOCA affordable for the CDK target group was revised in 2020. Pesitho is continuing to pursue the strategy of utilizing carbon credit as ECOCA subsidy, but there will be no joint ownership. Instead, the CDK and Pesitho will collaborate on channelling the subsidised ECOCA's to the Ugandan population by building linkages with CDK local partners and programme target groups.

5. Popular Engagement in Denmark 2020

Bridge Builders:

Our popular engagement activities in 2020 began as planned with the CDK Bridge Builders giving lectures and talks about CDK' innovative programs in Uganda. Lectures and talks were held in both schools and churches in Kolding, Horsens, Copenhagen and Taastrup.

In January 2020, an initiative to further engage students and teachers in primary schools, also non-Catholic schools, was launched with the new website www.caritasskole.dk containing, among other material, an animated video about the use of sustainable energy in CDK' nexus work in BidiBidi Refugee Camp. However, the Covid-19 lockdown of the Danish schools postponed most of our planned school activities in 2020. Still, in August 2020 the annual Run for Africa joint fundraising event with Skt. Mariæ School in Aalborg was held as planned with more than 300 runners and the participation of Aalborg Mayor Thomas Kastrup-Larsen and then Minister of Development Rasmus Prehn.

Caritas Book Club:

On October 7th, CDK launched The Caritas Book Club. The strategy behind the Book Club is to reach and engage people that are positive, yet critical towards development and the ones that do not have a great interest in development issues but could be interested in the social relations of a Book Club and the typically much more entertaining and relatable message that is "wrapped" in a book and through the words of the fellow members of the book club. The thematic focus of the Caritas Book Club is migration and refugees.

It can be difficult for people in Denmark to relate to numbers and statistics and the reality of the poverty and despair that people who are forced to flee their home and their country face. But books and their stories can bring us closer to the individual

human being behind the numbers. A book such as this is *Sea Prayer* by UNHCR Goodwill Ambassador Khaled Hossieni. *Sea Prayer* was the first book to be read and the Caritas Book Club was launched with a virtual and physical reception and a greeting from the author Khaled Hosseini himself.

"Sometimes we forget the individual stories. The faces and lives that are behind the statistics and news headlines. Books can help us make a connection between people and shed light on the lives behind the headlines," he said.

The Caritas Book Club is supported by the Gyl-dendal-owned publisher Cicero that donated 330 copies of *Sea Prayer* to CDK. With the help from a volunteer with many years of experience in the publishing business CDK has made a reading list of five books and a discussion paper to each of them that is available for download on <https://caritas.dk/laeseklub/> and use for every book club that is established.

CDK so far runs a book club in the Caritas Center in Copenhagen and CDK volunteers have started Caritas Book Clubs in the Faroe Islands and in Roskilde. The main strategic focus is to engage libraries so that they provide and organize Caritas Book Clubs through their existing book club setup in the libraries. So far, CDK is working together with Tårnby Library and Lyngby Library, and more libraries are interested. CDK provides them with the list of the books chosen and the discussion papers.

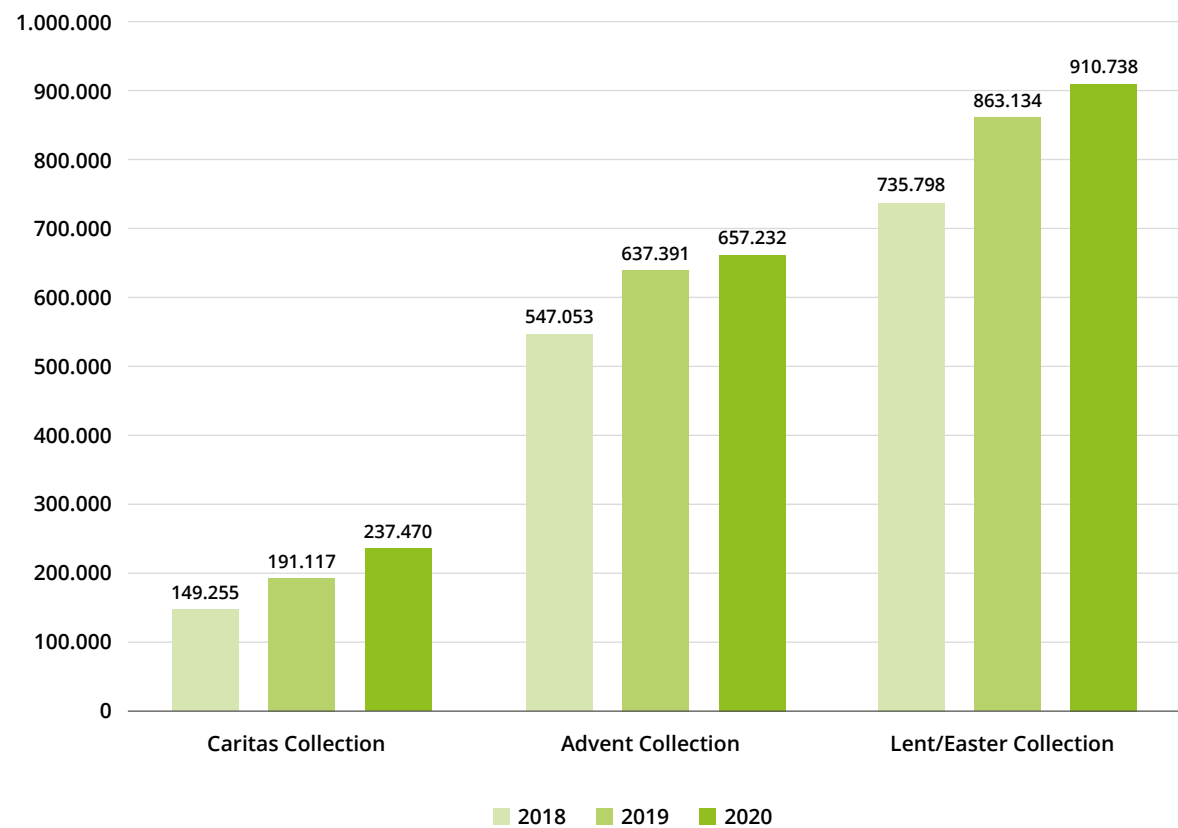
The second Covid-19 lockdown has forced a temporary pause for the Caritas Book Club before it really got started as libraries also closed, but as of May 2021 we are starting up again, aiming to make the Caritas Book Club not only physical but also digital through podcasts.

Fundraising:

A substantial part of CDK’s fundraising is based on events and activities in churches and congregations across the country, almost all of which had to be cancelled due to Covid-19. However, CDK succeeded in diverting donations from events and Church Masses to digital platforms as for example www.betternow.org. Thus, the very positive increase in private fundraising during the previous two years continued in 2020 despite Covid-19 restrictions in churches. In 2020, the three major annual fundraising campaigns: Easter/Lent, Caritas

Collection, and Advent all broke the record results from 2019 which resulted in a 9,4 % total increase from 2019 to 2020. The total support from private donors increased from DKK 6.858.904 in 2019 to 8.424.230 in 2020

Recurring fundraising campaigns



Digital Outreach:

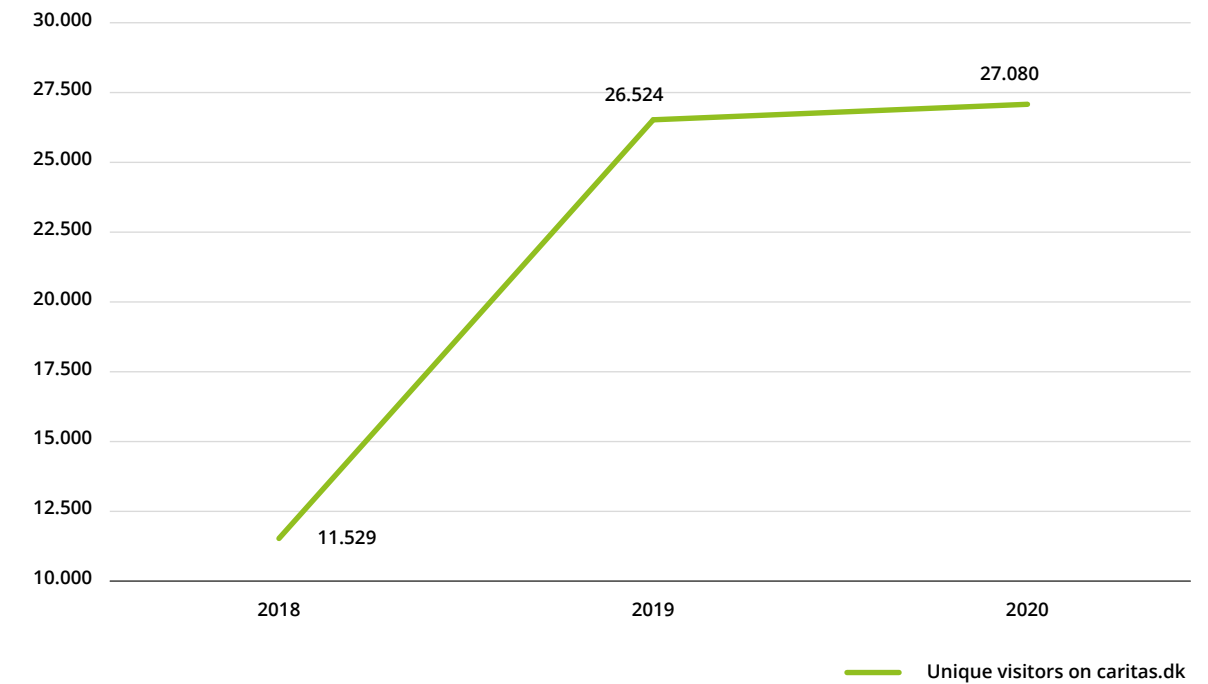
With 27,300 unique visitors on caritas.dk in 2020, the number only increased by 2,3% compared to 2019. The stagnation can partly be explained by fact the CDK had to “move”, especially fundraising campaigns, from events to new digital platforms that were external websites, such as www.betternow.org. The visitors came from both organic search and advertising via Google Add Grants (Google Ads - free of charge). Especially our ads leading to pages on the website with information about our national projects and pages with information about the Sustainable Development Goals were successful.

CDK created an Instagram profile in 2020 and is active on Twitter and Facebook. Our main SoMe platforms are Instagram and Facebook on which we reached some 200.000 people in 2020 - 72.000 from organic reach.

Volunteers:

In accordance with our focus on disseminating awareness and better knowledge of SDGs, CDK participated in the campaign *Verdens Bedste Nyheder 2020*. For many years CDK has been one of the main contributors of volunteers to the handing out the VBN Morning Newspaper event, and despite Covid-19 CDK managed to engage 187 volunteers across country – 47 more than in 2019. Furthermore, 51 volunteers from CDK’s Open Counselling Service and the Young Danish Catholics’ association DUK swiftly set up a Covid-19 Help Network after the first lockdown to support people who were isolated and needed help because of the pandemic. The need for help proved to be very limited, but the initiative showed engagement and dedication from volunteers willing to help in 19 cities across the country.

Unique visitors on caritas.dk



6. Flexible Funds Allocations 2020

In 2020, the use of flexible funding for emergency response was also affected by the COVID19 pandemic. **The original budget of DKK 2 million was expanded with an additional DKK 5 million for COVID19.** CDK allocated resources via the *Caritas Internationalis emergency appeal system*. This provides a lean, efficient and accountable system to swiftly respond to crisis. The *Emergency Appeal Toolkit Manual and Templates* of Caritas Internationalis are applied throughout the Caritas network. In addition, the Emergency Appeal system is complemented with resources, advocacy and knowledge skills by staff from the Caritas member organisations as well as from the Secretariats in Rome, Geneva and Brussels.

Under the Lot HUM 2020 a total amount of DKK 7,000,000 was budgeted for acute humanitarian crisis response operations.

- The flexible funds were allocated to 4 *Caritas Internationalis Emergency Appeals* (EAs) and 1 separate humanitarian response during 2020:
- **Allocation 1 - Zimbabwe:**
DKK 1,000,000 (100% expended)
- **Allocation 2 - Burkina Faso:**
DKK 1,000,000 (100% expended)
- **Allocation 3 - Niger:**
DKK 1,750,000 DKK (100% expended)
- **Allocation 4 - Uganda** (joint project by CDK partners Caritas Uganda and CIDI):
DKK 1,500,000 (100% expended)
- **Allocation 5 - Lebanon:**
DKK 1,750,000 (expended 1.740.780 DKK – 99%)

The contribution of the CDK's flexible funds supported **58,345 direct beneficiaries**.

The Lot HUM audited accounts indicate that the CDK contribution of **DKK 7,000,000 was almost fully expended** within the framework of the EAs supported. This represents almost 100% of the Lot HUM approved flexible fund budget.

The flexible funds were aligned to the strategic priorities outlined in the Danish MFA *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.

Below is a summary account of the use of the flexible funds in 2020 per allocation.

2020 RESULTS PER ALLOCATION FOR THE FLEXIBLE FUNDS

Allocation 1 - Zimbabwe drought response (EA-02-2020)	Allocation 2 - Burkina Faso COVID-19 response	Allocation 3 - Niger COVID19 response
<p>Background: A poor 2018/19 planting season (adversely affected by effects of Cyclone Idai and severe drought) and macro-economic challenges led to a severe food crisis in 2019. On 6 August 2019, the Government of Zimbabwe declared "a State of National Disaster" and requested international assistance. A ZimVac assessment estimated that 5.5 million people (59%) in the rural areas were food insecure and that the situation would deteriorate far into 2020. In January 2020 Caritas Zimbabwe launched an Emergency Appeal (EA) through Caritas Internationalis. The engagement had two main objectives: To provide vulnerable and food insecure households with food supplement. To provide food insecure and vulnerable households with seeds and training on basic conservation farming in support of next year's food production. CDK responded to the EA in March 2020.</p> <p>Results of Allocation 1: The appeal directly supported 1,232 HHs, in total 6,245 persons, in Gokwe, Gweru, Masvingo, Hwange dioceses. The support consisted in emergency food aid (monthly food baskets for an average of 6 months), and livelihood re-start support (training and seeds).</p> <p>Cost per beneficiary: 518 DKK. The C-DK contribution covered 31% of the total appeal: 1936 individuals.</p> <p>Summary results: 1,232 HHs received supplementary food aid (food baskets, WFP Standard), consisting of mealie meal (7.5 kg), sugar beans (1.5 kg) and cooking oil (0.75 liters). 698 individuals (51% women) received agricultural inputs (seeds): maize (5 kg), cowpeas (5 kg), millet (2 kg), sorghum (2.5) kg. 1,051 individuals (58% women) received training in conservation farming and agronomic practices.</p>	<p>Background: Burkina Faso registered its first case of COVID-19 on 09 March 2020. Despite the country's low testing capacity, the number of cases rose steadily over the following months. Predictions of a national health crisis added yet another problem to the unprecedented humanitarian crisis unfolding in Burkina Faso (more than 800,000 internally displaced people back in April 2020). The government warned that immediate prevention of the spread of COVID-19 was needed to avoid a collapse of the health structures that were already overwhelmed by the increasing numbers of IDPs and with no clinics left at some rural areas exposed to terrorist attacks. The authorities took several steps to limit the spread of the virus, however, OCADES-Caritas Burkina raised concern about the limitations of this official approach, which hardly reached distant and high-risk areas neither the most vulnerable persons. Therefore, OCADES-Caritas Burkina launched a direct appeal to their Caritas partners in April 2020 with the objective of supporting a COVID-19 response through prevention and strengthening of local capacity in the dioceses of Fada N'Gourma, Nouna, Kaya and Dédougou.</p> <p>Results of allocation 2: The appeal directly supported 2,000 households (HH) (in total 14,000 individuals of which 6,774 women and 5,333 men, 362 disabled persons and 1,531 elderly persons).</p> <p>Cost per beneficiary (total engagement): 98 DKK. The C-DK contribution covered 73% of the total appeal: 10,220 individuals, the rest was financed by Caritas Germany.</p> <p>Summary result: More than 17,000 individuals in the targeted local communities were sensitised on COVID-19 prevention measures (through posters, radio spots, focus groups) enabling them to prevent transmission. 2,000 HH received hygiene kits (hand washing devices, wa-soap, face masks, and information flyers) enabling them to prevent transmission. 12 health centres (3 in each of the 4 targeted dioceses) received protection kits for their staff improving the professional capacity of the centres.</p>	<p>Background: By the 23rd April, Niger had 671 recorded cases of COVID-19 and 24 deaths. The pandemic has imposed a serious threat to deteriorate the existing multidimensional crisis, including seasonal epidemics, drought, floods, as well as the displacement of more than 300,000 people due to the cross-border violence of armed groups. With the potential spread of COVID-19 in Niger, the weak health care system and other basic social services were foreseen to be brought to a near collapse. In April 2020, CADEV-Niger launched an Emergency Appeal supporting vulnerable households affected by the effects of the COVID-19 pandemic. CADEV-Niger works in close coordination with the government of Niger and humanitarian partners, including ICRC, WFP, UNHCR and OCHA.</p> <p>Results of Allocation 3: The appeal directly supported 2,404 households (in total 25,528 individuals) and was implemented in the regions of Diffa, Maradi, Tahoua and Tillabéry.</p> <p>Cost per beneficiary: DKK 201. The C-DK contribution covered 32 % of the total appeal: 8.168 individuals</p> <p>Summary results: 2300 HHs (16,100 individuals – IDPs, refugees and host community members) have received unconditional cash transfers 104 HHs (728 individuals – host community members) have received conditional cash transfers 4,746 individuals (100 % IDPs) have received clean water for 4 months Approx. 16,600 individuals have gained access to handwashing kits and information about COVID-19 300 HHs have received improved and state-recommended cooking stoves</p>

2020 RESULTS PER ALLOCATION FOR THE FLEXIBLE FUNDS

Allocation 4 – Uganda	Allocation 5 – Lebanon
<p>Background</p> <p>On 21 March 2020 Uganda witnessed its first confirmed COVID-19 case and in attempts to curb spread of the virus, the Government of Uganda imposed restriction paralysing economic and social infrastructure and daily livelihoods. On 31 May 2020, the figure stood at 417 confirmed cases, yet many cases went unreported in the official statistics. Weak health care facilities & services posed a serious challenge to the country's ability to prevent the virus from spreading.</p> <p>In April 2020, the C-DK partners Caritas Uganda and CIDI developed emergency responses to address the situation via two separate responses in high-risk zones as defined by UNHCR and the Office of Prime Minister.</p> <p>Results of Allocation 4</p> <p>The response combined directly supported approximately 8000 households representing more than 35,000 people with 21,525 (61%) females and 13,475 (39%) males.</p> <p>Cost per beneficiary: DKK 40.</p> <p>Summary results:</p> <ul style="list-style-type: none"> 5,000 HHs received WaSH items (jerry cans, liquid/bar soap) and 1200 HHs receiving recovery support (food supplements). 5 health clinics equipped and capacity-built to receive COVID-19 patients for screening and treatment. 107 health workers (Male 53 and 54 females) trained in COVID-19 preparedness & management. 40 hand washing facilities serving 80 - 200 people per day established at communal places in slum areas. In addition, more than 20,000 HHs indirectly benefitted from awareness sensitization (36 radio talk shows/jingles, drive shows, IEC-material, etc.) on COVID-19 prevention; and 4,000 HHs were directly targeted for awareness and behavioral change sensitization. 	<p>Background</p> <p>On August 4th, a large explosion occurred in the Beirut port, killing over 175 and injuring over 6,500 people. The cause of the blast has been linked to 2,750 tons of confiscated ammonium nitrate. Around 300,000 people have lost their homes. According to the world health organization, at least 50 percent of Beirut's medical centers, including 3 major hospitals, were non-functional after the explosion. As the COVID-19 cases were increasing and hospitals were transformed into trauma centers, the explosion increased the pressure on Beirut's already vulnerable medical structures.</p> <p>On 7th September 2020, Caritas Lebanon decided to launch an Emergency Appeal in order to respond to the needs of the Lebanese population affected by the blast, including the increasing number of positive COVID-19 cases.</p> <p>Results of Allocation 5:</p> <p>The appeal directly supported approx. 1,200 households representing 6,004 beneficiaries (87 % Lebanese, 48 % females and 52 % males)</p> <p>The C-DK contribution covered 51 % of the appeal (component 2): 3,062 individuals.</p> <p>Cost per beneficiary: 556 DKK.</p> <p>Summary results:</p> <ul style="list-style-type: none"> A total of 6,004 individuals have their medical status maintained. 207 affected individuals have received medical consultations 5723 affected individuals have benefitted from free medications in CL PHCC's 48 affected individuals have received nursing care services 693 individuals have received free vaccines (179 children under 18/ 514 beneficiaries over 18) 10,572 affected individuals have received COVID-19 info tips along with safety equipment



