



2022 Performance Report

Strategic Partnership Program 2022-2025

CARITAS DENMARK JUNE 2023

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THIS REPORT TO BE READ IN CONJUNCTION WITH:

- Annex I: I. Audit Report
- Annex II: Financial Report
- Annex III: Management Letter & Response
- Annex IV: Summary Results Framework
- Annex VI: Case Studies
- Annex VII: Output Indicators
- Annex VII: Update on Local Leadership Strategy

LIST OF ABBREVIATIONS

APD: Annual Partnership Dialogues	FBO: Faith Based Organisation	HRC: Human Rights Council	NCD: Non-Communicable Diseases
C4W: Cash for work	FCHM: Feedback and Complaint Handling Mechanism	IASC: Inter-Agency Standing Committee	NYAP: National Youth Advocacy Platform
CC: Caritas Confederation	FD7: Foreign Donation (FD-7) approval from Bangladesh Government is mandatory for INGOs to implement any programs in Bangladesh	IATI: International Aid Transparency Initiative	PPT: Partnership Performance Tool
CDK: Caritas Denmark	GAP: Good Agricultural Practices	ICVA: International Council of Voluntary Agencies	RTE: Real Time Evaluation
CIMS: Caritas Internationalis Management Standards	GBV: Gender Based Violence	LFA: Logical Framework Approach	SDG: Sustainable Development Goal
CI: Caritas Internationalis	GGI-4: Global Goal	IGA: Income Generative Activity	SP1-3: Strategic Priority
ECHO HIP: European Civil Protection and Humanitarian Aid Operations - Humanitarian Implementation Plans	GMO: Genetically Modified Organism	IPE: Information and Public Engagement	SPA: Strategic Partnership
DGBP: Danida Green Business Partnerships	GOI-10: Global Outcome	LLS: Local Leadership Strategy	SPRS: SPA portfolio-level results system
ECOCA: Compact, self-contained, multi-purpose home cooking unit, run by solar energy	HDP nexus: humanitarian-development-peace nexus	LNOb: Leaving No One Behind	UNHCR: United Nations High Commissioner for Refugees
ERP system: Enterprise Resource Planning	HRBA: Human Right Based Approach	MEAL: Monitoring & Evaluation, Accountability and Learning	WASH: Water Sanitation and Hygiene
		MoFA: Danish Ministry of Foreign Affairs	

1. Strategic Level Reporting

Caritas Denmark's (CDK) Annual Report for 2022 is presented in four main sections. The **first section includes an executive summary**, an illustration of program geographical engagements and a presentation of organisational and management developments and changes in 2022. This is followed by **section two illustrating key figures and numbers from 2022** as well as trends and developments from previous years. In **section three**, a short analysis of the context development is followed by a **presentation of key results from the program's** four Global Goals and ten Outcomes together with reflections on lessons learnt during the year. This section also includes an analysis of alignments with CDK's program approaches and strategic priorities as well as a chapter on program monitoring, including risks- and financial monitoring. In **the fourth and last section, conclusions are presented together with main lessons learnt and recommendations** for further program development and adaptation.

1.1 EXECUTIVE SUMMARY

In 2022, the global humanitarian situation and the effect on developing countries were marked by ongoing challenges stemming from the COVID-19 pandemic, the increasing impact of climate change, the global economic downturn and the Ukraine conflict with its ripple effects. Caritas Denmark (CDK) and its partners continued to serve the poor and work for a world where peace and justice rule, where the dignity of the individual human being is regarded as fundamental and where Creation is considered a common good and a common responsibility.

The new four-year Strategic Partnership (SPA) program was launched in 2022 and implemented by CDK's **fourteen local Caritas partners** in Myanmar, Bangladesh, Jordan, Pakistan, Lebanon, Ukraine, Moldova, Romania, Burkina Faso, Niger and Uganda plus one secular partner in Uganda. Es-

tablishing a new partnership with Caritas Lebanon took longer than expected and while the program was developed during 2022, it will be launched in 2023. Adjusting to a four-year perspective, CDK has strived to pass the flexibility and opportunities of multi-annual nexus programming granted in the SPA program to the partners. A new MEAL position was created, and templates and budgets formats were adjusted to the new program during 2022.

The program progressed as planned during the year, despite some delays due to late funding from the MoFA. 53,046,000 DKK were utilised of the budget of 69,850,000 during 2022, of which 87% were transferred to local partners. The program consists of four Global Goals (GG) and ten Outcomes. **The first goal (GG1) is to; "Reduce risk, save lives, rebuild communities"**, aligning with the Strategic Priority 2 (SP2 - Fragile contexts and displacement) of the Strategic Partnerships with Danish Civil Society Organisations under which **101,024 people received life-saving assistance** throughout the year. The responses have been well coordinated within the Caritas Confederation (CC) and other humanitarian actors. The interventions have been designed to meet the needs on ground while also ensuring safety and dignity of the target group and striving to contribute to sustainable results. While answering to protracted crises, the program has also addressed crises emerging during the year, supporting almost 55,000 war affected people in Ukraine as well as answering to sudden onset emergencies in Burkina Faso, Uganda, Pakistan and Bangladesh. Applying lifesaving activities in direct conjunction with longer term approaches, the program has increased resilience and self-reliance of crisis affected people, e.g., through skills training, income generating activities (IGA), and supporting saving and lending- and value chain groups and farmer organisations. Further, through a triple-nexus approach, the program has promoted protection and social cohesion through

e.g., promoting peace committees in Uganda and Burkina Faso, as well ensuring, where relevant, that host communities are included in program activities and creating safe spaces where communities can meet, build trust, and decrease tension amongst each other.

Under **Global Goal 2 (GG2), “Promote sustainable integral human development and care for creation”**, CDK strives to empower communities, transform unjust structures, and promote care for the creation, aligning with SP1 (Democratic values and human rights) as well as SP3 (Climate and green solutions). An impressive number of **366.000 people were organised** in various farmer organisations, loan, saving- and value chain groups, and advocacy platforms during the year. Organising people is a strong means of promoting people’s resilience and self-reliance, e.g., by providing a safety-net and means of diversifying and increasing incomes of the members. It is also a strong means of changing unjust structures, lifting the voices of the members, and holding duty bearers accountable. In Uganda, partners are joining networks and coordinating advocacy platforms involved in advocacy efforts on local, regional, and national level resulting in contributing to 15 policy changes during 2022. An important component under the GG2 is to promote rights awareness, both vis-à-vis rights holders and duty bearers. Addressing women’s empowerment is a key component in addressing unjust structures. It is a specific focus under GG2 and gender equality is also mainstreamed throughout the program. Youth participation is also emphasised under GG2, as important agents for change, e.g., building social cohesion. Care for creation and addressing effects of climate change is operationalized through striving to mainstream the environment and climate throughout the program while also directing a specific focus on climate resilience and green innovations under GG2. While environmental and climate resilient agriculture is promoted in Uganda, Myanmar and the Sahel, green innovations are promoted and piloted, such as a solar driven stove in Uganda and a waste management project in Bangladesh.

The Global Goals 3 and 4 (Build global solidarity and increase the effectiveness of the Caritas Confederation) are supporting and contributing to the first two goals while also contributing to specific targets promoting voices of the poor and

marginalised and building global solidarity as well as a strong civil society. Under GG3, CDK is engaging in communication, public education and campaigning in Denmark. While continuing its book clubs and collaborations with catholic schools, CDK launched a podcast in September focusing on climate change, migration and refugees which provided an opportunity to increase the number of people reached, with over 11,000 downloads. CDK has further been active in the internal policy development of the Caritas Confederation (e.g., promoting the localisation agenda and women participation), as well as the confederation’s external policy engagement (e.g., providing input to the development of the Grand Bargain 2.0 and promoting the humanitarian-development-peace nexus (HDP-nexus) approach during a side event to the 50th session of the Human Rights Council). Under GG4, CDK is supporting increased effectiveness of the CC through strengthening partners’ capacities often with point of departure in the joint accountability framework Caritas Internationalis Management Standards (CIMS). As per CDK Local Leadership Strategy, CDK focuses on accountability, people-centred programming, resource mobilisation and influencing policies. While CDK still needs to specify and develop targeted efforts together with its partners addressing the three last capacity building components, the CIMS has proven to be an effective tool to build partners accountability standards which all partners actively have worked to adhere to during 2022.

1.3 ORGANISATION AND MANAGEMENT

In 2022, CDK started the implementation of its new SPA program (2022–2025). Minor implementation delays were encountered associated with the late funding transfer from MoFA. Also, the weakening of the DKK against the USD caused additional need for adjusting partner activities and budgets resulting in further delays in some countries.

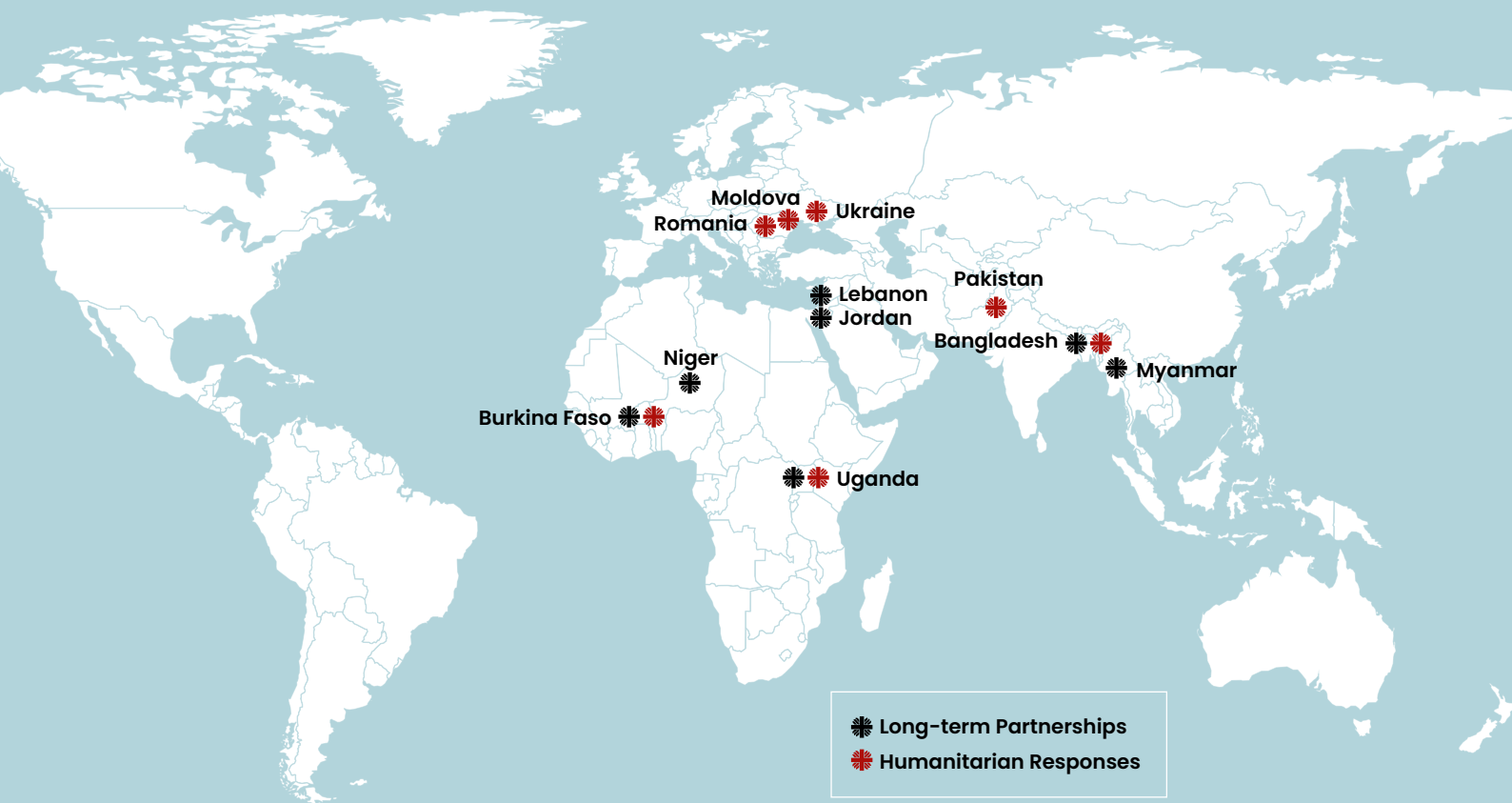
Adjusting to **a four-year perspective** called for small organisational adjustments. CDK has strived to pass the flexibility and opportunities for nexus programming granted in the SPA program to the partners. While this is appreciated by the partners in terms of predictability of funding and incremental capacity development, it also proved to be challenging to fully embrace and apply such long-term planning on the ground with unpredictable political and security developments. The

four-year perspective necessitated several new templates. To make it lean for partners, it was based on templates from the CC that were already familiar to most partners. A new **MEAL Coordinator** position was created in the second quarter of 2022 to develop systems and procedures that are supportive for partners, mutually accountable, adaptable and enable measuring progress and change, and managing risks. Thematic funding was used for initial technical assistance in adjusting the MEAL system and the global results framework. Also, new tools were developed in support of implementing and measuring progress on the CDK **Local Leadership Strategy**. Procedures for reviews and evaluations in the MEAL system are still a work in progress as per follow-up to recommendation 3 in the Review and Capacity Assessment of Caritas Denmark (Q4 2020). After some travel restrictions due to COVID-19 in the beginning of the year, **CDK monitoring visits** frequency was back to normal (except in Myanmar).

New SPA **budget formats and procedures** were developed by the CDK finance team. The close collaboration between CDK program and finance staff, especially during monitoring visits to local partners, eased the challenging uptake of the new financial tools among local partners. The finance team also took the lead on procuring and closing contracts with local auditors, being more cost-effective. The consistent use of financial tools across country engagements will in due time enable comparison which is an important tool for measuring value for money, and for managing risk and informing priorities. The finance team was in the third quarter upgraded with a half-time position (student assistant). Finally, CDK procured a new **ERP system** in 2022 that is compatible with both SPA requirements and eventually IATI (Ref. recommendation 6 in the Review and Capacity Assessment of Caritas Denmark from Q4 2020). The setting up of the ERP system started as of 1 September 2022.

1.2 THIS IS WHERE WE WORK

CARITAS DENMARK SPA 2022 ENGAGEMENTS



As for **accountability**, CDK simultaneously underwent external audits on Core Humanitarian Standards (**CHS**) and Caritas Internationalis Management Standards (**CIMS**) late 2021-early 2022. Both audits were successful and renewed certification was granted.

In 2022, CDK brought on a **new country engagement in Lebanon**. This new collaboration required extra management attention including the planning of a CDK Board visit in early 2023. The program in Lebanon was not initiated during 2022, but extensive support was provided to Caritas Lebanon to develop the program documents, including revising the budget due to the high inflation, currency fluctuations and increased taxes. CDK received **SPA top-up funding for Ukraine** and was able to respond from day one of the crisis through the already existing social infrastructure of Caritas Ukraine. Ukraine and Lebanon were managed within the existing international team.

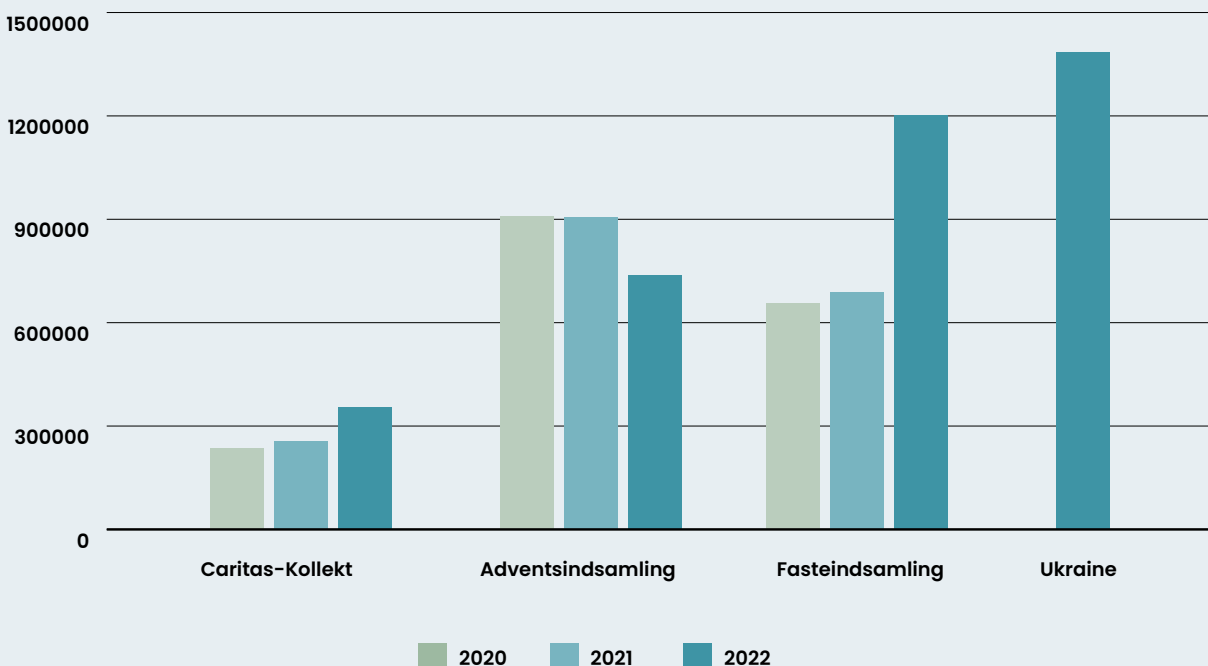
Throughout 2022, **CDK celebrated its 75th Jubilee**. This included a visit with MoFA officials to the Caritas Internationalis (CI) Secretariat and Jubilee Audience with Pope Francis in Rome. The SPA-funded IPE (Information and Public Engagement) activities, like production of a series of podcasts, took off in

2022 under Global Goal 3 supported by a newly recruited **CDK Communication Coordinator**. Early 2022, CDK reorganised the team for Social Work into two teams, namely, 1) Engagement and Fundraising; and 2) Social Work in Denmark.

During 2022, CDK developed a short **Fundraising Plan** with the aim of diversifying funding sources. CDK applied for ECHO HIP funding for the Rohingya response in Bangladesh but was not successful. Similarly, CDK applied and was shortlisted by Danida Green Business Partnerships for an interesting project in Uganda but was unfortunately not successful after all. Novo Nordisk-funded activities continued in Lebanon and Uganda.

As for the recurring **fundraising campaigns**, there has been a steady increase in support from private donors to CDK throughout the last three years. In 2022 the *“Adventindsamling”* almost doubled the record-high result from 2021. The result of the *“Fasteindsamling”* 2022 was less than the two previous years. However, the result of the *“Fasteindsamling”*, which in 2022 was in support of a project in Niger, was nevertheless very impressive, as it began just as Russia invaded Ukraine and CDK also initiated a fundraising campaign in support of Ukraine.

RECURRING FUNDRAISING CAMPAIGNS (AND UKRAINE IN 2022) – RESULTS IN DKK



2. Caritas in Numbers

TABLE 1. FUNDING SOURCES 2022

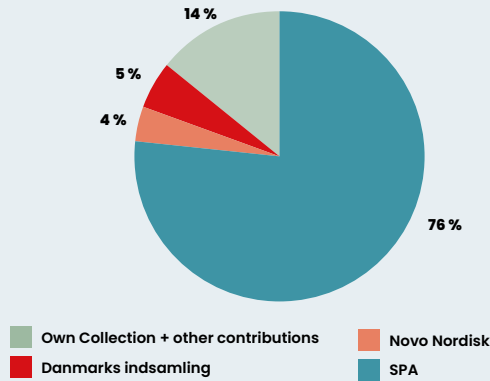


Table 1: CDK's annual turnover has increased substantially the past year, from DKK 58.841,000 in 2021 to DKK 82.577,000 in 2022. Funding sources have also diversified in the past years, increasing own collections and seizing additional institutional funding, **decreasing dependency of SPA funding from 85% 2021 to 76% 2022.**

TABLE 3. SPA TURNOVER PER GLOBAL GOAL

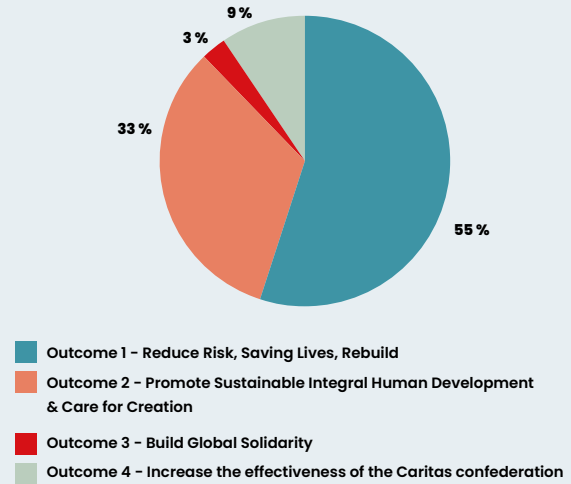


Table 3 shows the distribution of expenditures across the program's four Global Goal, where over 50% have been used under Global Goal 1 including the humanitarian responses.

TABLE 2. SPA TURNOVER PER COST CATEGORY

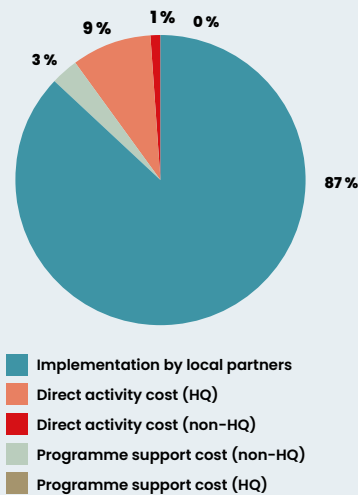


Table 2: Out of the annual budget of 69,850,000 DKK, 53,046,000 DKK were utilised. The balance foremost consists of top-up funding arriving late in 2022, together with a small balance from the delayed implementation of the Lebanon program (see further in Section 3.4.3). The turnover per the five cost categories in the SPA budget are shown in Table 2. Dedicated to promoting the localisation agenda, CDK strives to transfer as much funding to local partners as possible. **CDK transferred an impressive 87% of the total expenditures to partners during 2022.**

TABLE 4. TOTAL TURNOVER BY PROGRAM COUNTRIES AND HQ

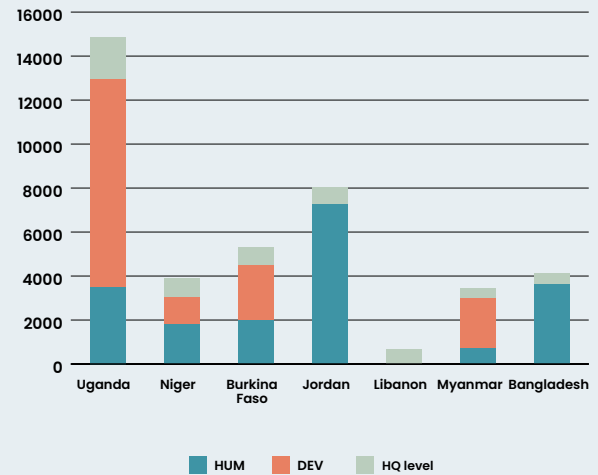


Table 4 shows the turnover per program country, including the emergency responses. Responses outside program countries are covered by the flexible and top-up funds presented in Table 5 and 6 below. Largest turnover is found within the Uganda program including both a large development and humanitarian component standing for 37% of total expenditure, followed by Jordan with 20%, and Burkina Faso with 13%. Of the total turnover within program countries, **47% were allocated to humanitarian responses, and 38% to development engagements.** 61% of total expenditure were used in what is defined as fragile countries.

TABLE 5. FLEX FUNDS (DKK'000)

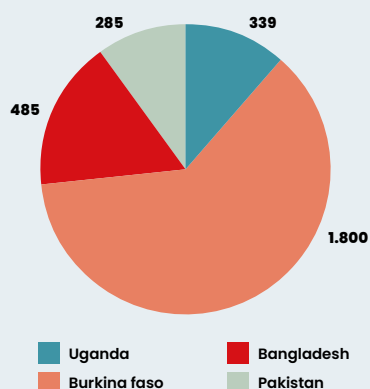


TABLE 6. UKRAINE FUNDING SOURCES (DKK'000)

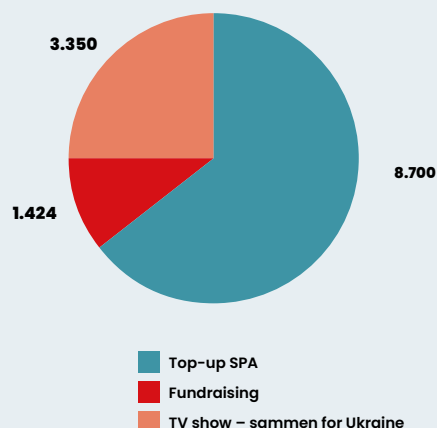


Table 5 and 6: A total of **2,909,000 DKK of unallocated flex funds were spent in 2022**. As presented in Table 5, 62% were used in Burkina Faso to cover the lean season, while the responses in Uganda, Pakistan and Bangladesh addressed the needs of

flood affected people. **In addition, 13,150,000 DKK were fundraised through a SPA top-up and own collections**, as illustrated in Table 6, **used to support war affected people in foremost Ukraine** but also in Romania and Moldova.

3. Program Development and Results

In this section, the contextual developments during 2022 affecting the program are presented, on a global level as well as providing a glimpse of the major developments in each program country. The progress towards the program’s four Global Goals and 10 Outcomes is thereafter presented including reflections of successes, lessons learnt and reflections on possible program adjustments. Short presentations of how the program managed to align and address CDK’s program approaches and strategic priorities are thereafter presented following a summary of how the program has been monitored throughout the year, programmatically, in relation to risks and financially.

3.1 CONTEXT

In 2022, the global humanitarian situation and the effect on developing countries were marked by ongoing challenges stemming from not least

the COVID-19 pandemic, the increasing impact of climate change, the global economic downturn, and the Ukraine conflict with its ripple effects. Development contexts continued to grapple with the multifaceted impacts of **COVID-19**, including strains on health systems, economic setbacks, disruptions in education, food security challenges, and gender inequalities. Further, developing contexts were increasingly affected by **climate change** and extreme weather events with floods, droughts, heatwaves, and cyclones having severe impacts on agriculture, water resources, infrastructure, livelihoods, and public health, exacerbating existing vulnerabilities and challenging sustainable development efforts. The Russian invasion **of Ukraine** in February 2022 was the determining event of 2022 and had significant effects on the work of CDK and its partners. It led to cascading effects on food supply chains, energy prices and

inflation, resulting in a drastic increase in food prices, significantly impacting vulnerable populations in developing countries. Also, while the donor community's focus turned to Ukraine, attention and support decreased elsewhere. The **weakening of the Danish Krone** against the U.S. Dollar also had serious implications for budgets in countries where CDK operates, resulting in fewer funds available in local currency than planned.

In the **Sahel**, armed conflicts, coup d'état in Burkina Faso, and terrorist attacks displaced over three million people in recent years. Economic consequences of COVID-19 and climate change, such as low rainfall, as well as restricted access to the fields due to the security situation, caused food shortages and price increases in Niger and Burkina Faso. CDK's partner in Burkina Faso implemented a lean-season emergency response to save lives and meet the food and nutritional needs of vulnerable people and strengthened their role as a relevant humanitarian local actor (Global Outcome 1).

Jordan continued to be affected by the Syrian refugee crisis. As a result of the war in Ukraine and other global crises many aid organisations reduced their support to Jordan in 2022 prompting several actors to warn of the risk of a humanitarian crisis in the country. Jordan plays an important and stabilising role in an otherwise fragile region. CDK welcomed the opportunity to access DKK 4.2 million as SPA top-up funding for the Syrian crisis to be used in 2023.

The severe and prolonged economic and financial crises in **Lebanon** continued to deepen in 2022. The lifting of state subsidies on medicine, fuel and agriculture inputs costs, the depreciation of the Lebanese Lira, the protracted inflation and soaring global prices particularly on food and energy affected vulnerable people's ability to meet their basic needs and pushed the country into a food security crisis. The Consumer Price Index increased between June 2021 and June 2022 by 210%. The top-up grant of DKK 5,2 million that CDK received to counter the effects of the war in Ukraine on food prices was much welcomed and contributed to strengthening the still relatively new partnership and to confirming Caritas Lebanon as a relevant humanitarian national actor.

In **Uganda**, fuel prices doubled, and inflation spiked in 2022. Adverse weather conditions caused farmers to produce only half of their usual out-

put. Therefore, CDK prioritised Uganda for "Loss and Damage" top-up funding (DKK 3,75 million) for implementation in 2023-24. Just as COVID-19 restrictions began to ease, an outbreak of Ebola occurred, resulting in an extended shutdown of transport and trade. CDK had to reduce budgets for its Uganda partners due to the USD-DKK exchange loss.

In **Myanmar**, the economic downturn which followed the COVID-19 pandemic and the military coup on February 21, 2021, has led to an extreme humanitarian crisis. By 2022, millions of people had been pushed into extreme poverty and forced to flee due to armed conflict and abuse. Despite the high level of conflict and limited humanitarian space, CDK's partner in Myanmar managed to continue its development activities in the country. However, humanitarian assistance became increasingly difficult throughout the year, and required a shift to new financial transfer mechanisms. Due to security concerns, CDK was unable to visit Myanmar but conducted working sessions with partner staff outside the country and online.

In **Bangladesh**, there was an overall decline in funding for the humanitarian response to the Rohingya crisis. As an implementing partner of UNHCR, Caritas Bangladesh had to lay off 70 out of 230 staff members in Cox Bazar. Despite the challenges, CDK and Caritas Bangladesh continued its shelter activities. Although the governmental approval, FD7, was received earlier than in previous years, there were still some delays that affected implementation. Bangladesh was also heavily affected by flooding and CDK supported the partner's emergency response with SPA flex funding. This was a strategic contribution to localization efforts where national actors are prime responders.

3.2 PROGRESS TOWARDS GLOBAL GOALS AND OUTCOMES

Section 3.2 summaries the achieved results as well as key lessons learnt, and recommendations of future adjustments based on the learnings from the past year for each of the four Global Goals together with the ten Outcomes. Concerning the results for the **SPRS/IATI reporting**, fourteen partners have been supported through the program (SPRS Output Indicator 1) while 101,024 people have received direct assistance via humanitarian programs (SPRS Output Indicator 2). The results are presented separately in Annex 6. Further, several impressive

results showcasing changes on various domains of change have been achieved throughout the year.

Three results have been compiled into case studies published on CDK's website, including examples of a change in; i) the local partner's in Ukraine capacities; ii) a policy in Uganda; iii) participation of vulnerable groups in Niger, presented in Annex 5.

3.2.1 GLOBAL GOAL 1 – REDUCE RISK, SAVE LIVES, REBUILD COMMUNITIES

As a Faith Based Organisation (FBO), CDK's values are grounded in the humanitarian imperative and all member organisations of the Caritas Confederation have a special obligation and role to secure people's rights to receive humanitarian assistance, protection, and security. **Some 101,024 people have received humanitarian assistance through the program in 2022.** The responses were well aligned with the needs on the ground and coordinated with other actors to ensure effectiveness and efficiency. Protracted crises have been addressed within the country programs, such as supporting malnourished children in the Sahel region, providing support to refugees in northern Uganda with farming, offering healthcare to refugees in Jordan, providing shelters to refugees in Bangladesh, and supporting marginalised people in Myanmar with income-generating activities (IGA). CDK and its partners have also been responsive to emerging crises during 2022 answering rapidly to the crisis in Ukraine, setting up a holistic and agile response that evolved throughout the year to address the various needs that arose as the emergency developed. CDK and Caritas Ukraine also cooperated with Caritas Moldova and Caritas Romania, aligning actions across the borders. CDK and its partners further responded to flooding in Uganda, Pakistan, and Bangladesh, and supported people in Burkina Faso during the lean season. The ability to take joint action quickly through joint emergency appeals and support to members demonstrates the CC's role as a strong and relevant global humanitarian actor. CDK has added value in supporting fundraising and capacity building, ensuring that strong local member organisations are ready to address and respond to emergencies. Through local partners and church structures, CDK can reach and provide support to the most vulnerable, even in the most fragile states, such as Burkina Faso, Niger and Myanmar.

Where possible, more long-term approaches within the humanitarian response are applied. Instead

of simply handing out food or cash, CDK and its partners employ strategies such as cash-for-work (C4W) in Myanmar, C4W and IGAs in Bangladesh and providing seeds along with agricultural training and securing access to land in Uganda. Furthermore, the program promotes **economic resilience, self-reliance and food security**, e.g., through providing vocational training to youth in the Sahel and supporting farmer organisations and establishing value chain and saving and lending groups in the Sahel, Uganda and Myanmar. The application of a **nexus approach** is a means to empower the participants, build resilience and ensure a more sustainable response, where both individuals and communities are less vulnerable and better equipped to cope with future emergencies.

The program strives to assure and improve the participants' sense of **safety and dignity**. This includes building safe shelters and shelter sites in Bangladesh, conducting awareness-raising campaigns about gender-based violence (GBV) in Uganda and Burkina Faso, and forming peace committees and clubs, with a specific focus on youth as change agents, to promote **social cohesion** in Burkina Faso and Uganda. Building resilience in terms of food security and economic self-reliance also contributes to a greater sense of safety, making people less vulnerable to external shocks. Many program components address social tensions and work towards building social cohesion, as part of a **triple-nexus** approach. An inclusive 70/30 approach is applied within displacement program responses, ensuring that 30% of the participants are from the host communities. This approach helps reduce poverty within host communities and mitigate potential conflict and friction, ensuring that both the host community and displaced populations benefit from the interventions. By bringing together refugees, internally displaced persons (IDPs), and individuals from the host community in joint activities, such as awareness campaigns or focus group discussions, CDK partners fosters better understanding between the communities, decreases tensions, and builds social cohesion.

Global Goal 1 is well aligned with the strategic area **SP2**, Fragile Contexts and Displacement. CDK works in highly fragile countries and regions, such as the Sahel and Myanmar, and 61% of total expenditure 2021 was used in fragile countries. While providing assistance to and empowering refugees and IDPs are key components of the program, working with vulnerable and at-risk groups, building resilience,

promoting disaster risk reduction, and fostering social cohesion also contribute to reducing the risk of further displacements. Applying a Human Rights Based Approach (HRBA) and organising and empowering people to build self-reliance and resilience is also aligning with **SP1**, Democratic Values and Human Rights while promoting climate adaptation and resilience aligns with **SP3**, Climate and Green Solutions. The Global Goal 1 relates to the following **SDGs**: 1.1; 1.2; 1.4; 1.5; 2.1; 2.2; 2.3; 2.4; 3.1; 3.2; 3.3; 3.4; 3.9; 5.2; 5.3; 6.2; 7.1; 7.a; 16.1; 16.2.

REFLECTIONS AND LESSONS LEARNT

1. CDK should continue engaging in and supporting capacity-building initiatives within the CC to enhance the abilities of member organisations to act as humanitarian actors, including ensuring compliance with accountability standards like CHS and CIMS.
2. CDK should further promote applying a HRBA within the humanitarian and nexus program components. By raising awareness about rights, supporting rights holders to claim their rights, holding duty bearers accountable and engaging in advocacy work, more long-term effects could be achieved, building the resilience of people and communities..
3. While refugees and IDPs are one of the main target groups of the program, CDK could consider placing additional emphasis on their rights within advocacy and rights awareness components both locally and globally within Global Goal 2 and 3.

3.2.1.a GLOBAL OUTCOME 1

Global Outcome 1	Vulnerable & at risk target groups have access to & make use of protection & life-saving assistance	Target	Result
GO Indicator 1.1	# of crisis affected people whose essential needs have been addressed	87,800	101,024
GO Indicator 1.2	% of crisis affected people surveyed report satisfaction with the timeliness, appropriateness, and quality of services provided	70%	95%**

* Figures from the emergency response in Uganda reaching 1615 people are preliminary and yet to be confirmed

**95% out of 15.323 people.

101,024 persons have accessed protection and life-saving assistance through CDK’s two components under Outcome 1; i) long-term partnerships; and ii) sudden onset emergencies, responding to acute crises with the use of unallocated and top-up funds. The overall result is close to the target of 87,800 people but is yet containing some major changes to the set targets within the country programs. The main differences were the inclusion of a top-up for addressing the crisis in Ukraine, where almost 55,000 persons were assisted, and a major decrease vis-à-vis target was seen in Jordan (see further explanation below). Gender disaggregated data is available for 85,951 beneficiaries, of which 60% are women and 40% are men.

The long-term partnerships support has reached 35,000 persons through CDK’s engagements in Jordan, Bangladesh, Myanmar, Niger, Burkina Faso, and Uganda. As the program in **Lebanon**, focusing on preventing and providing support to survivors of GBV, was postponed till 2023, and the target of reaching 3,400 women was hence not met. In **Jordan**, 6,900 Syrians and vulnerable Jordanians (4,285 women and 2,615 men) received primary and secondary healthcare services. CDK’s target was to reach 32,000 persons, including those reached by awareness-raising activities. However, they have been excluded from the calculation of beneficiaries reached under Indicator 1.1 as they could not count as persons receiving direct life-saving support. While CDK’s partner in Jordan focuses on delivering primary health care services, including a particular focus on maternal and neonatal care, as well as non-communicable diseases (NCD), they are increasingly focusing on community health and disease prevention through awareness-raising activities in which they are expanding reach in parishes, schools and universities, targeting women and many young people. This component has decreased during COVID-19, and discussions are taking place on how to scale them up again. In **Burkina Faso**, 325 children aged 6-23 months improved their nutritional status. The target was to reach 2,400 persons by also providing food assistance to newly displaced households. However, the activity did not start due to the overall delayed program start and the need to identify target group selection criteria and to train the staff beforehand. In addition some human resources within the local partner organisation were shifted to implementing an emergency appeal addressing the food crisis during the lean season.

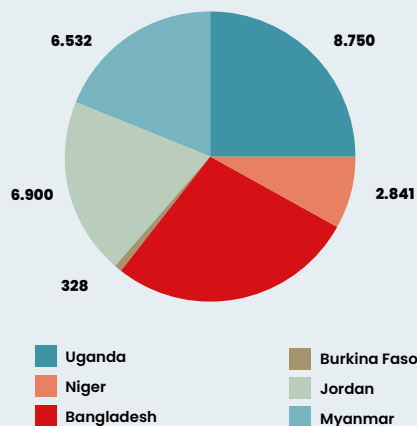
The program was rolled out according to plan in the other program countries. In **Uganda**, 8,750 persons in the Bidibidi Refugee Settlement were reached (targeting 5,000) through farmer support and village saving and lending associations, distribution of seeds and tree seedlings and school feeding programs. In **Niger**, 2,841 IDPs, host communities and refugees were reached (targeting 4,000), with 1,906 (897 men and 1,009 women) receiving cash hand-outs and 935 acutely malnourished children under five years recovering through community-led responses. The latter activity showed modest results as it was delayed in one of the two regions, Tillaberi, where the activity began only in November. In Bangladesh, 9,566 Rohingya refugees received shelter and site improvements in camps (targeting 8,000). In **Myanmar** 6,532 vulnerable people (3,249 men and 3,283 women) received support through C4W programs (targeting 10,500). Focusing on community development projects, including improvements of village roads and bridges, the partner reports that 24,452 persons indirectly benefited from the activities, demonstrating the advantages of C4W projects promoting community development.

Immediately after the Russian invasion of **Ukraine**, CDK applied for and received a **top-up grant** under the SPA. The grant was allocated through the CI Emergency Appeal system, mainly to Caritas Ukraine's humanitarian response for IDPs and highly vulnerable victims of war in Ukraine. It

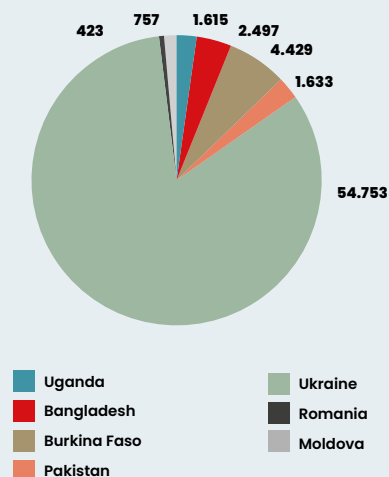
also supported Caritas **Romania's** and **Moldova's** assistance to war refugees. CDK's grant to Caritas Ukraine contributed to various kinds of support (shelter, food, WASH, protection, health, transport, etc.) for approximately 55,000 beneficiaries. Churches, monasteries, parish halls, etc. were used for receiving and accommodating IDPs, storing and distributing relief supplies and mobilising existing and newly recruited Caritas staff and thousands of volunteers across all regions in Ukraine. In Romania and Moldova, CDK contributed to support local Caritas organisations' efforts, reaching approximately 1,200 beneficiaries with shelter, food, non-food items, voucher and cash assistance, and educational support for refugee children.

Unallocated flexible funds of 1.8 million DKK were valuable in addressing emerging needs during the year. In Burkina Faso, CDK's local partner was allocated funds to support vulnerable people during the lean season through cash transfers, benefiting 4,429 people, including 1,250 children. In Uganda, cash distributions were carried out to 1615 people after flooding destroyed farms in Tororo, final report is yet pending. Flood-affected households in Pakistan were also supported through a holistic response providing food, WASH, shelter, health services, and education and psychosocial support to children. Bangladesh was also heavily affected by flooding in 2022 and CDK supported the partner's emergency response

34,917 BENEFICIARIES REACHED BY PROGRAM RESPONSE



66,107 BENEFICIARIES REACHED BY EMERGENCY APPEALS



with SPA flex funding DKK 485,243, reaching 2,497 people. Supporting local responses is a **strategic contribution to localization efforts** where national actors are prime responders. The responses in Ukraine, Romania, Moldova, Bangladesh and Pakistan were part of multi-donor programs, promoting coordination, harmonisation and local ownership.

65% of the beneficiaries were reached by the responses to the **sudden onset emergencies** via emergency appeals, while **35%** were reached by the **long-term partnerships** and planned country program responses. The tables above show the division of beneficiaries across the countries divided between the longer-term program responses and emergency appeals.

The **satisfaction** rate of the response was 94%, Indicator 1.2. However, there is a large shortfall of data and satisfaction evaluations were only conducted for 15,300 out of the 101,024 reached. Out of the 6,900 reached in Jordan, 95% were satisfied with the response, and 95% of the 4,429 reached within the emergency appeal in Burkina Faso expressed satisfaction. In Bangladesh, data is available for 3,293 persons as information is lacking on those reached through site improvements. The survey shows that 93% are satisfied with the support, with 173 people supported by mid-term shelters showing a 100% satisfaction rate. No evaluation has been conducted in Myanmar due to difficulties amid the security situation in the targeted regions. The evaluation for the Ukraine response is still pending as well as the evaluation from the emergency appeal in Bangladesh, which are expected to be finalised in July 2023.

REFLECTIONS AND LESSONS LEARNT

1. CDK’s partners face challenges due to generally decreasing donor support. To address this, CDK can leverage its position within the CC to advocate for continued donor commitments and involve local partners in advocacy efforts within Outcome 8 and in line with CDK commitment to Charter for Change.
2. Around 65% of people reached were through unplanned emergency appeals, demonstrating the value of flexible funds and top-ups. As these projects often fall outside the annual SPA planning cycle, CDK should strive to establish streamlined processes to ensure relevant re-

porting. On a positive note, supporting through multi-donor programs promotes harmonisation and strong local ownership and it is more lean on the implementing partner in terms of reporting.

3. The effective implementation of the safeguarding policy in Caritas Ukraine highlights the importance of building partner capacities. CDK should continue investing in partner capacity building within Outcome 9 and 10, while actively participating in and enhancing internal capacity building efforts within the CC under Outcome 8.
4. There is a shortfall of information on beneficiary satisfaction, with only a small fraction surveyed. CDK should discuss with partners how to evaluate satisfaction and in general meet CHS requirements on accountability to complement the complaint handling systems in place. Emphasising the importance of such evaluations to partners and building their capacity, if needed, is crucial.

3.2.1.b GLOBAL OUTCOME 2

Global Outcome 2	Crisis affected people & communities are more resilient & self-reliant	Target	Result
GO Indicator 2.1	% of households with improved food security	70%	73%
GO Indicator 2.2	% increase in household economic resilience and self-reliance	60%	54%
GO Indicator 2.3	# of lifesaving/ protection activities applied in direct conjunction with longer term approaches	12	9

Applying a **nexus approach**, CDK’s and its partners’ efforts within emergencies as well as protracted crises has not just addressed immediate needs but also increased resilience and self-reliance of vulnerable and marginalised persons and communities.

CDK has supported and strengthened **farmer organisations, and saving-, lending-, and value chain groups** in Uganda the Sahel, and Myanmar, improving food security, economic resilience, and

self-reliance. In Uganda, farmers groups are organised into cooperatives, enabling direct investments bypassing intermediaries, and addressing notable challenges of marketing and bulk purchasing through collective efforts. In Myanmar, rural communities have established value chain groups, offering credit support and improving livelihoods. Some groups are registered as associations capable of providing farmers with credit and support with value-added production. Further, **adaptation to climate change** in agriculture and income diversification are vital elements in enhancing resilience in climate-affected regions. Climate change adaptation and income diversification are key for building resilience of vulnerable communities in Myanmar, Uganda and the Sahel. Youth in Uganda are particularly interested in value-added production of e.g., juice and coffee. Further, during 2022, 100 **women** in Niger and 58 women in Burkina Faso have been empowered through climate-smart urban farming, boosting their food security and economic self-reliance.

Awareness sessions on **nutrition and hygiene** have been carried out in the Sahel region, benefiting 1,393 mothers in Niger and 453 mothers in Burkina Faso. Emergency healthcare and food supplements have also been provided. 100 girls in Niger will be able to increase income levels through **vocational training** in skills like hair cutting, sewing, and welding. Similarly, 120 girls and 136 boys in Burkina Faso received various skills training. CDK supported 300 women in **saving and lending groups** in Burkina Faso and Niger, providing financial and social benefits for collective saving, small loans and business startups. Saving groups have also been promoted in Myanmar including 2520 people (1957 women and 563 men). In Bangladesh and Myanmar, **C4W** programs (incl. host and refugee communities) were implemented, diversifying, and increasing participants' income while enhancing community resilience. In Burkina Faso, awareness on resource utilization, water, sanitation, hygiene, and exposure of risks of GBV and child abuse were applied in the emergency response. The emergency appeal in Uganda exemplified the adaptability and effectiveness of local partners in combining humanitarian action with long-term development efforts. Climate adaptation in agriculture and resilient infrastructure projects demonstrated integrating disaster risk reduction and emergency preparedness into development initiatives.

As evident above, a vast number of actions have been carried out to address food security, resilience, and self-reliance across the program during 2022. These are captured under Indicators 2.1 (food security) and 2.2 (economic resilience and self-reliance). Regarding **food security**, in Bidibidi in Uganda, 549 out of 1,750 households had a surplus of food from their own production, and 6,478 out of 8,200 households in the farmer organisations had three meals per day. In Myanmar, 2,776 out of 3,525 households involved in saving- and value chain groups were food secure. Overall, 73% or 9,800 of the 13,500 targeted households for which data is collected, are food secure which is close to the target of 70%.

In terms of **economic resilience and self-reliance** (Indicator 2.2), 2,141 out of 3,525 households in saving-, lending-, and value-chain groups showed improved resilience in Myanmar. In Bidibidi, Uganda, 420 out of the targeted 1,750 households reported enhanced self-resilience and livelihoods, and in Bangladesh, 743 out of 874 individuals involved in IGAs and C4W activities experienced improved livelihoods. Additionally, all 100 girls in Niger who participated in skills training reported an increased income. Overall, 54% or 3,400 of the 6,250 targeted households achieved increased economic resilience and self-reliance, close to the target of 60%. However, significant data is missing, including from farming organisations in Uganda and activities in Burkina Faso and Niger.

Regarding applying a **HD-nexus approach** (Indicator 2.3), there are 9 program components applying life-saving activities in direct conjunction with longer-term approaches. The target of 12 were thus not met, foremost due to the delayed program start in Lebanon where the target for 2022 was 3.

REFLECTIONS AND LESSONS LEARNT

1. Farming is crucial for food security, resilience, and self-reliance for a large share of the program target group. Yet, it is affected by external factors such as price fluctuations, conflicts, and unpredictable and extreme weather. Partners are applying various strategies to promote climate adaptation, income diversification and value addition, decreasing farmers' vulnerability. CDK should promote cross-learning and share lessons learned and best practices within the program.

2. Value addition, particularly in coffee and juice production, attracted younger participants in Uganda, suggesting potential scalable approaches.
3. A partner supporting farmer organisations in Uganda noticed a lack of target groups’ insight in basic as well as land rights. CDK should continue to discuss with the partner how to ensure HRBA is applied throughout the program and that rights awareness components are included in program components where relevant.
4. Aligning indicators and consistent measurement and reporting by partners is necessary to aggregate data effectively and should be assured moving forward. Further, a qualitative approach for indicator 2.3 could possibly provide valuable information for learning and program adaptation and should be considered.

3.2.1.c GLOBAL OUTCOME 3

Global Outcome 3	Protection & social cohesion of crisis affected people & communities is improved	Target	Result
GO I indicator 3.1	% of target group reporting an improved feeling of safety & dignity (protection)	55%	65%
GO Indicator 3.2	# of projects addressing social tensions and/or building social cohesion	12	12

To reinforce and secure immediate and long-term goals, CDK and its partners are further engaging in promoting protection and social cohesion, in a **triple-nexus approach**. Within all humanitarian as well as longer term development activities, CDK and partners are striving to secure the target groups’ dignity and promote participation and ownership. This is promoted through applying a HRBA and delivering humanitarian assistance through e.g., providing seedlings and farm training, involving participants in shelter reconstruction, or handing out cash instead of food if possible. In Burkina Faso, two child centers are operating where over 80 children get access to a safe spaces providing opportunity to play, heal and receive psychosocial support. While little data has been gathered related to improvement of safety and dignity (Indicator 3.1) 65% (3,150 of 4,870) report an improved feeling of **safety and dignity**. Through

securing high standard shelters, e.g., providing proper locks and lights, 91% of the target group (2840 of 3120) reported an improved feeling of safety and dignity after shelters had been upgraded in Bangladesh.

As for Indicator 3.2, the target of reaching 12 projects/program components addressing **social tensions** and **building social cohesion** were met. Being faith based actors already respected in their local communities, Caritas partners are well placed to invite and engage all relevant stakeholders into dialogues. In Bangladesh, the partner-initiated focus group discussions with refugees and host communities in which they were provided a safe space to initiate dialogue promoting an understanding of each other’s situations and concerns. In Uganda and Burkina Faso, 13 youth peace clubs are supported engaging 340 youth as change agents to promote social cohesion. Further, community peace committees in both countries are supported, and in Burkina Faso, there are good examples of participatory approaches of establishing them and ensuring their members are heterogenous and across different religions as a means of decreasing tensions between the different groups in the communities. Awareness sessions promoting social cohesion were carried out in Burkina Faso reaching 1450 people, and information through pictorials were placed within communities. Further, radio programs informing of IDP’s and their situation have been broadcasted to promote social cohesion reaching around 300.000 listeners. The programs were co-produced by the young peace club members and transmitted on different channels in different languages to reach a broad audience. Radio programs with peace messages have also been broadcasted in Bidibidi in Uganda. In Myanmar, there was an interesting unintended result in which C4W activities contributed to building social cohesion. Gathering various communities together in joint infrastructure project was a means of bringing people together, increasing their understanding of each other, building relations, and subsequently decreasing the tension between them. Further, the approach to include 30% of the host community is an effective way to decreasing the tensions between the communities applied through all country programs.

REFLECTIONS AND LESSONS LEARNT

1. CDK should continue to monitor, and possibly scale up and replicate successful initiatives in

building social cohesion with point of departure in being a faith based and often well respected local actor, such as bringing together host communities and refugees for group discussions in Bangladesh and bringing communities with weak relations together through activities like C4W in Myanmar.

2. The awareness raising efforts in Burkina Faso reached an impressive number of people through the radio broadcasts. While having the result on activity level, it would be interesting to assess if any result on outcome level could be detected.
3. While addressed in many country programs, the safety component could be further lifted, assuring partners are including goals and indicators relating to this giving it further attention and facilitating monitoring progress.

3.2.2 GLOBAL GOAL 2 – PROMOTE SUSTAINABLE INTEGRAL HUMAN DEVELOPMENT AND CARE FOR CREATION

Through Global Goal 2, CDK and its partners promote sustainable integral human development and care for creation by empowering communities, transforming unjust structures, and caring for the environment under Global Outcomes 4–6. The program promotes organising people into democratic groups and organisations to voice the concerns of its members and communities, thereby fostering a diversified and strong civil society and promoting democratic values in line with SPI. An impressive number of 366,223 people are organised within the program, including marginalised climate-affected farmers in farmer organisations and value chain groups, vulnerable women in savings groups, and youth in peace committees. Organising people serves as a means of promoting empowerment, such as increasing livelihood opportunities within value chain-, and savings and lending groups and farm organisations, as well as informing individuals about their rights, helping them claim those rights and holding duty bearers accountable. Furthermore, organising people is instrumental in transforming unjust structures, holding duty bearers accountable, and influencing policies and practices. Partners in Uganda have focused on advocacy at the local to national levels, resulting in 15 policy changes during 2022. This stands as a good example of the effectiveness of a large-scale organisation and collaborative efforts among multiple organisations.

Additionally, the program's focus on **strengthening the rights, potential, and influence** of vulnerable groups within Outcome 6 aligns well with the human rights focus of SPI. While rights awareness is included as a component under Outcome 6, it is also a key element of Outcome 4, which focuses on voicing the concerns of participants and advocating for their rights as a means of claiming and upholding them. Outcome 6 also increases the program's focus on **empowering women** and promoting **youth participation**. For instance, it targets women through savings and lending groups and empowers youth through efforts to promote social cohesion within peace committees, as well as through a youth advocacy platform in Uganda that amplifies their voices and concerns.

Turning to SP3, **Climate and Green Solutions**, care for the Creation and the environment is a core element within the CC as well as CDK's strategy. It is operationalized through Outcome 5 and is also mainstreamed throughout the program. In the Sahel, Uganda and Myanmar, climate change adaptation is promoted by supporting climate-smart and environmentally friendly agricultural practices, as well as by enhancing the resilience of people vulnerable to climate change through income diversification and skills training. The program also promotes the protection of local environments, e.g., through educational efforts and the tree plantation involving youth in Burkina Faso. The advocacy component in Uganda, which influences national climate- and environment related policies is particularly strong and has a significant impact on society. Additionally, a few **innovative green initiatives** are promoted within the program, including a solar driven cooking stove (ECOCA) in Uganda and a new waste management system in a refugee settlement in Bangladesh.

The Global Goal 2 relates to the following **SDGs**: 1.1; 1.2; 1.3; 1.4; 1.5; 2.3; 2.4; 3.3; 3.4; 3.8; 3.9; 4.4; 5.1; 5.2; 5.3; 5.5; 6.1; 7.1; 7.a; 8.6; 10.2; 10.3; 10.6; 12.5; 15.2; 16.9; 17.9; 17.16

REFLECTIONS AND LESSONS LEARNT

1. Global Goal 2 aims to empower communities and transform unjust structures through raising awareness about rights, organising people and supporting advocacy initiatives. Strengthening the rights awareness component and support rights holders to claim their rights should be discussed with partners in areas where it is weak.

2. The empowerment of women and youth participation is emphasised in Outcome 6, and there could be a dialogue about broadening the focus to youth empowerment as well.
3. Having a specific outcome focusing on climate change and the environment is beneficial, strengthening the program’s green profile.

3.2.2.a GLOBAL OUTCOME 4

Global Outcome 4	A diversified & legitimate civil society is engaged on issues of relevance to them	Target	Result
GO Indicator 4.1	# of people organised in democratic & accountable collectives	20.000	366.223
GO Indicator 4.2	# of initiatives voicing the interests of community members at community or national level	350	298
GO Indicator 4.3	# of changes to policies, practices & norms that have demonstrable links to the activities of CDK, local partners and target groups	3	15

In Uganda, Burkina Faso, Niger, and Myanmar, numerous individuals have come together to form **groups and organisations** dedicated to enhancing members’ resilience and self-reliance as well as promoting social cohesion and addressing communities’ needs. These initiatives have taken various forms. The program has surpassed its goal of organising 20,000 individuals, reaching a total of 366,223 under Indicator 4.1. Importantly, the initial target underestimated the number of people involved in farmer organisations in Uganda, reaching over 360,000 people. Efforts have been made to strengthen farmer organisations by improving their management and governance structures, and promoting women’s leadership, resulting in a 5% increase in women holding leadership roles within these organisations. In Myanmar, efforts have been made to strengthen savings and lending groups and value chain groups, the first primarily composed of women, e.g., through assessing the capacities of these groups against specific

indicators to enhance their effectiveness. Further, peace committees and clubs (targeting youth) have been promoted in Uganda and Burkina Faso while a similar program component is planned to be rolled out in Niger 2023.

Various initiatives and advocacy efforts have been carried out to **voice the interest of community members** during 2022, Indicator 4.2. Caritas Jordan advocates for better access to primary healthcare, while Caritas Bangladesh focuses on safeguarding the rights and safety of refugees and humanitarian workers. In Myanmar, the long-term goal of the “Agriculture Know-How Network” is to engage relevant authorities in promoting pro-poor agriculture and climate change adaptation policies. In the challenging political situation, this network will now mainly form a valuable platform for dialogue amongst peers and with stakeholders in the private sector. Caritas Myanmar plays a vital role in connecting different groups with resource stakeholders, fostering links with commercial producer networks and associations. The program in Uganda is distinguished by its strong advocacy component, involving various organisations and platforms at different levels. Farmers actively participate in influencing local government budget planning and have raised crucial issues related to women, youth, climate change, land rights, access to credit, water scarcity, infrastructure, service delivery, healthcare, and child neglect. These issues have implications not only for the members of the organisations involved but also for the broader community.

Significant progress has been made in contributing to **changing policies, practices, and norms** in Uganda, Indicator 4.3. For instance, the National Biotechnology and Biosafety Bill, allowing the use of genetically modified organisms (GMOs), was replaced with the Genetically Modified Organisms Bill, which bans GMOs. Successful collaborations with local authorities and ministries have resulted in securing more land for refugee settlements and influencing national policies on agrochemicals, pesticides, community resilience, and wetland ecosystems.

REFLECTIONS AND LESSONS LEARNT

1. Strengthening groups and organisations capacities, as done in Uganda and Myanmar, enhance the sustainability of the engagements as well as it promotes a strong local civil society and democratic values, and should be promoted further within the program if possible.

2. The program in Jordan includes a significant component of awareness raising, reaching around 11,000 people through health promotion activities, which is not adequately captured in the SPA results framework. CDK can engage in dialogue with its local partner to incorporate a stronger rights perspective in its health awareness raising activities, aligning the component with Outcome 4.
3. Results under indicators 4.2 and 4.3 are predominantly observed in Uganda. CDK should consider expanding similar components in other countries, adapted to local contexts.
4. In Uganda, local groups are joining formalised organisations and national platforms, enabling effective advocacy at different levels. Such cooperation with others enhances visibility, legitimacy, and reduces risks in challenging environments.
5. Legislative changes, such as the ban on GMOs in Uganda, require long-term commitment and endurance to achieve desired outcomes.

3.2.2.b GLOBAL OUTCOME 5

Global Outcome 5	Poor & vulnerable communities are organised, climate resilient & enjoy improved livelihoods	Target	Result
GO Indicator 5.1	# of households who added at least one new climate smart technique to support resilience and self-reliance.	5000	7386
GO Indicator 5.2	% of people reporting improved living conditions from access to innovative green solutions	60%	No data

Various efforts to promote **climate resilience and adaptations** are promoted throughout the program. In Burkina Faso and Niger, the programs are supporting small-scale climate-smart and environmentally friendly agriculture practices to improve livelihoods and build climate resilience. Female-led urban farming is an important component of IGA's, using upcycled plastic containers, ecological fertiliser and natural pesticides. This approach enhances resilience, contributes to food security, and provides opportunities for additional

income through produce sales. In 2022, 50 women in Niger and 58 in Burkina Faso received training in small-scale gardening. Urban gardening is also encouraged on the outskirts of Niamey, Niger, utilising solar panel pumps using the river water and extending the growing season. In Myanmar, 409 farmers were trained in **climate-smart agriculture**, 150 farmers in Good Agricultural Practices (GAP), and 442 farmers in total have been trained and are practicing GAP technology. The establishment of the "Agriculture Know-How Network" is instrumental in bringing together agronomists, technicians, and farmers for training and research. In Uganda, the program focuses on agricultural training, climate-smart and organic farming, and green growth technologies.

In addition to agricultural practices, the program emphasises value addition and non-farm **income diversification as a means of building climate resilience**. In Uganda, trained youth produce charcoal briquettes from residual wood with a reduced climate impact while implementing micro-irrigation. A farmer organisation has established a business wing, with farm input shops being popular among the 31 business wings. **Advocacy efforts** address various climate-related issues in Uganda, promoting environments conducive to climate adaptation and climate-friendly practices. In Burkina Faso, education and awareness-raising are prioritised, particularly among children and youth. Reforestation campaigns and awareness activities involving children from displaced and vulnerable households are also fostering social cohesion.

Green innovations as a means of promoting climate adaptation and resilience are promoted within the program. In Uganda, the plan to continue to scale up and replicate the innovation initiative with a multi-purpose home cooking unit providing electricity through solar power called ECOCA was postponed to 2023 due to lack of funding. In Cox's Bazar, Bangladesh, a pilot project on plastic waste recycling was redesigned to focus on construction and demolition waste, which is of particular interest to Caritas Bangladesh due to their technical capacity within the shelter sector and the problem of getting rid of this type of waste in the camps in Cox's Bazar. The pilot project has started by experimenting with re-use and re-cycling of various materials in the camps, reducing the amount of waste and saving on new construction materials. Another component in Bangladesh

is the “Shelter Innovation Fund” which has been created, partly to strengthen Caritas Bangladesh in its role as a leading civil society expert on sustainable and low-cost shelter solutions, partly to strengthen Caritas Bangladesh’ ability to make timely funding decisions with regards to capacity building, learning/documenting, and sharing with government and other interested CSOs, without prior consultation with CDK. While surpassing the target of 5,000 with 7,216 households adopting climate-smart techniques under Indicator 5.1, no data was collected for measuring improved living conditions resulting from accessing new green practices (Indicator 5.2).

REFLECTIONS AND LESSONS LEARNT

1. The ECOCAs initiative in Uganda and improved shelter designs in Bangladesh are both providing valuable innovative solutions. However, the cost-effectiveness and business viability must be assessed to assure scalability, efficiency, and sustainability.
2. Advocacy in Uganda promotes climate-friendly practices and supportive environments. Similar initiatives could be considered elsewhere.
3. The indicators under Outcome 5 focus on changes caused by green innovations, and not other means of promoting climate adaptation and resilience included in the program, especially under GO2. CDK should decide if this limited focus should be kept, or if a broader focus should be adopted within the indicators.

3.2.2.c GLOBAL OUTCOME 6

Global Outcome 6	Rights, potentials, & influence of vulnerable groups have been strengthened	Target	Result
GO Indicator 6.1	# of women economically and/or politically empowered	10.000	2.337
GO Indicator 6.2	# of young people actively engaged in the implementation of projects	2.000	141.211
GO Indicator 6.3	# of rights holders and duty bearers provided with rights awareness information	10.000	304.554

Under Outcome 6, rights and influence of vulnerable groups are promoted. While gender mainstreaming is a key focus across the country programs, a special attention is given to **women’s empowerment** in most programs. Vulnerable women, such as those in female-headed households, are selected for participation based on well-defined vulnerability criteria. The promotion of women’s rights also includes addressing gender-based violence (GBV) in Burkina Faso, Uganda, and as planned in Lebanon. In Uganda, the program encourages active participation of women in farmer organisations and women account for 44% of the members while 33% of decision-making positions are held by women. In Bangladesh, 82% of the 75 women from host communities involved in IGAs reported increased household income. The program adopts a HRBA, empowering participants to identify their skills, improve their economic situation, and make autonomous decisions. Women have benefited from saving and lending groups across the program, reaching 1,806 women in Myanmar, 134 in Niger, 175 in Burkina Faso and 509 in Uganda. However, there is no available data to assess the impact on women’s income. Overall, the program reported 2,337 economically and/or politically empowered women under Indicator 6.1, falling short of the 10,000-target due to insufficient data collection, particularly in Uganda, where 330 women were reported empowered despite a target of 8,700. Efforts will be made to improve data collection moving forward.

In relation to **youth engagement**, the program provided skills training to 100 girls in Niger, 120 girls, and 136 boys in Burkina Faso, reducing the risk of their marginalisation. In Jordan, 88 youths received online training on non-communicable diseases, with 15 becoming active volunteers, and health promotions reached 720 students. In Uganda, 90 members participated in youth peace clubs, while 10 youth clubs with 25 members each were supported in Burkina Faso. Youth engagement was encouraged in farm organisations in Uganda, with 61,409 (17%) members being youth. Further, the National Youth Advocacy Platform in Uganda had 79,091 members in 2022, an 11% increase from last year. Though the target was low, as it did not properly reflect youth engagement in Uganda, some 141,211 youth were involved in the program, Indicator 6.2.

The program engaged with duty bearers and carried out **rights awareness** activities through

dialogues with local partners and authorities. Examples include discussions with the Jordanian Ministry of Health on the new National Health Strategy, Caritas Bangladesh advocating for more sustainable shelter designs in Cox's Bazar, and addressing climate change and youth, women, and farmers rights issues in Uganda. While the number of duty bearers reached was not systematically counted, an impact on policies and practices was visible in Uganda as mentioned under Outcome 4. A significant number of rights holders received awareness information. In Uganda, farmers were trained on various rights, while Burkina Faso conducted awareness sessions and radio broadcasts on basic rights and GBV, reaching around 300,000 individuals. Within an emergency appeal in Burkina Faso, about 3,000 people were informed about GBV-related rights as well the prevention against exploitation and sexual abuse of children, and 1,059 individuals learned about the importance of civil status documents, with 500 obtaining certificates. In total, the program reached 304,554 rights holders in 2022, surpassing the target of 10,000 of Indicator 6.3 due to the large reach of the radio broadcasting in Burkina Faso. Underreporting is yet likely, especially regarding rights training for farmers in Uganda.

REFLECTIONS AND LESSONS LEARNT

1. The partner in Burkina Faso saw that youth participation attracted more youth. CDK and partners should explore scaling up and testing this approach in other contexts to involve more youth.
2. CDK could consider broadening the focus of Indicator 6.2 to youth *empowerment* aligning it with Indicator 6.1.
3. The rights component could be strengthened across the program, including rights information in all training and awareness activities to promote a HRBA and emphasise specific rights relevant to target groups in different contexts.
4. CDK could consider revising Indicator 6.3 now measuring results on output level e.g. monitoring changes in people's behaviours after being informed about their rights looking at actions taken to claim their rights. Further, Indicator 4.3 already captures information on duty bearers promoting rights.

3.2.3 GLOBAL GOAL 3 – BUILD GLOBAL SOLIDARITY

Global Goal 3 focuses on building global solidarity while also strengthening and contributing to above Outcomes. Under Outcome 7, CDK has informed and engaged people in Denmark about issues related to climate, environment, fragile contexts, displacement and human rights. CDK has organised book clubs focusing on migration, refugees, and solidarity, as well as various projects with targeted schools, including presentations, film screenings, and involvement in the World's Best News campaign. While these initiatives reach a relatively small number of people and have a qualitative focus, CDK has also launched a podcast to reach a wider audience. Further, CDK has informed and promoted the Caritas Internationalis (CI) global campaign, "CI Together We for global solidarity", at the annual general assembly and participated in CI working groups to develop the campaign. Under the second Outcome 8, CDK strives to promote CI's engagement with a strong global voice on CDK's policy priorities, particularly regarding local leadership, gender and the nexus agendas. CDK actively participated in and contributed to policy engagements carried out by CI throughout the year as well as engaged in internal policy development within the CC.

While Global Goal 3 is well aligned with the strategic priority area SP1 (Democratic values and human rights), promoting a strong and diversifies civil society and democratic discourse and advocating for human rights, it is also connected to SP3 with CDK's targeted focus on climate and environment in its communication, public engagement, policy and advocacy work. By aiming to build global solidarity, and raising issues regarding migrants and refugees, it also aligns with and contributes to SP2 (Fragile contexts and displacement) and promotes local connectedness, coordination, and gender equality. The Global Goal 3 relates to the following SDGs: 3.3; 5.1; 10.3; 13.3; 17.9; 17.16.

REFLECTIONS AND LESSONS LEARNT

1. CDK's partner in Myanmar's participation in the Grand Bargain Localization Workstream showcases Caritas' global role as an FBO. CDK should strive to take advantage of this, promoting localisation, lifting local voices and promoting local participation in global advocacy efforts and internal and external policy work within CC.

2. With 162 national Caritas member organisations, CDK’s policy engagements within the CC have a significant impact. Prioritising policy influence within CC allows CDK to contribute to local, regional, and global changes.
3. Balancing quality and quantity is crucial in outreach and education activities. While Book Clubs and school cooperation are targeted efforts, the podcast has a potentially much wider reach. Developing this program component aligns with CDK’s strategic priorities, and could be connected with CI’s global solidarity campaign, and a good means of amplifying local voices.
4. Monitoring results at the outcome level in Outcome 7 is challenging. Assessing increased engagement in activities promoting social transformation, global solidarity, and care for creation requires qualitative methods over time.

Nine Caritas **Book Clubs** were held by CDK in 2022, with an average of six participants. These pop-up book clubs focused on one book at a time and initially attracted mostly women over 60. However, with targeted communication on Facebook and Instagram, more men became interested, and the average age of participants decreased. The meetings fostered engaging debates and discussions, leading to a better understanding and recognition of participants’ opinions regarding refugees and displaced people worldwide. While 23 libraries expressed interest in promoting the Book Clubs, CDK faced challenges in engaging many of them beyond their initial interest. Consequently, CDK focused on the libraries that showed the most enthusiasm, resulting in additional book clubs organised by Øbro Jagtvej and Tårnby Bibliotek.

CDK launched the **podcast** “Jeg har set verden styrte i grus” on 3 September 2022 focusing on climate change, migration and refugees. Initially aiming for five episodes and 5,000 downloads, CDK surpassed expectations by airing ten episodes and receiving 11,539 downloads. More than 70% of the listeners tuned in from beginning to end. The podcast gained recognition, being featured as “New and Interesting” on Apple Podcasts’ front page and reaching the 36th position among Denmark’s most popular podcasts in October. It was also praised by the newspaper Kristeligt Dagblad. The episodes covered a range of themes, from climate change and climate refugees to humanitarian aid work in conflict zones like Ukraine. While specific demographic data on the listeners is unavailable, DR’s annual reports on media usage indicate that one-third of the Danish population listens to podcasts weekly. Among youths aged 15-31, this figure is twice as high as the rest of the population.

CDK planned to carry out campaigns as part of the joint **CI campaign**, “CI Together We for global solidarity,” related to Indicator 7.2. Although the campaign faced delays in 2022, CDK participated in working groups and sessions to develop the campaign. Awareness about the campaign was raised within CI, and CDK promoted and informed dioceses in Denmark about it during its general assembly. CDK encouraged and supported local congregations to launch initiatives aligned with the campaign’s goals, fostering

3.2.3.a GLOBAL OUTCOME 7

Global Outcome 7	Target groups in Denmark have been informed on & engaged in activities for social transformation, global solidarity, & care for our common good	Target	Result
GO Indicator 7.1	# Caritas Book Clubs are active debating issues on Climate & Green, Fragile Contexts/Displacement, & Human rights	10	9
GO Indicator 7.2	# of activities facilitated by CDK as part of the joint CI campaign CI Together We for global solidarity	4	2
GO Indicator 7.3	# of schools that have participated in activities with a focus on Climate & Green, Fragile Contexts/Displacement, & Human rights	12	17

solidarity and supporting refugees and migrants. Two concrete activities were carried out as part of the global campaign. First, CDK promoted the film “The Letter,” which tells the story of the Pope’s call to care for the planet in his encyclical letter “Laudato Si” from 2015. The film was shared on CDK’s social media platforms, website and school website. Second, CDK organised the “Mayday Myanmar Peace Walk” at Himmelske Dage in Roskilde in collaboration with Danmission. 175 people participated in the peace walk and some 12.000 people participated in the Himmelske Dage event.

CDK engaged students from ten **schools** in information activities in 2022. A large variety of activities were carried out, including holding a presentation on CDK’s work in Burkina Faso for 1000 students at Sankt Josefs Skole, and screenings of the documentary “Olegs Krig,” followed by presentations about the war and Caritas’ work in Ukraine. CDK also arranged a screening of the documentary Wandering: A Rohingya Story for six 8th grade classes in Cinemateket. Furthermore, three schools joined the World’s Best News campaign, engaging 235 volunteers in the World’s Best Morning event in 2022. The planned annual SDG competition did not take place as schools showed little interest in participating. Additionally, seven schools supported the school fundraising campaign focused on Myanmar and Burkina Faso, including important informative and educational components.

REFLECTIONS AND LESSONS LEARNT

1. CDK has found podcasts to be an effective way to reach a broader audience and plans to further develop the concept, tracking the number of listeners as an indicator of progress.
2. CDK realises the importance of targeting individual schools instead of attempting joint activities, as planned with the SDG competition. Cooperation becomes challenging due to differing schedules, and priorities. CDK will focus on customised initiatives that match each school’s specific interests.
3. Being part of a larger alliance offers increased reach and potential impact but also means accepting limitations in controlling activities and results, exemplified by the delayed CI Global Campaign.

3.2.3.b GLOBAL OUTCOME 8

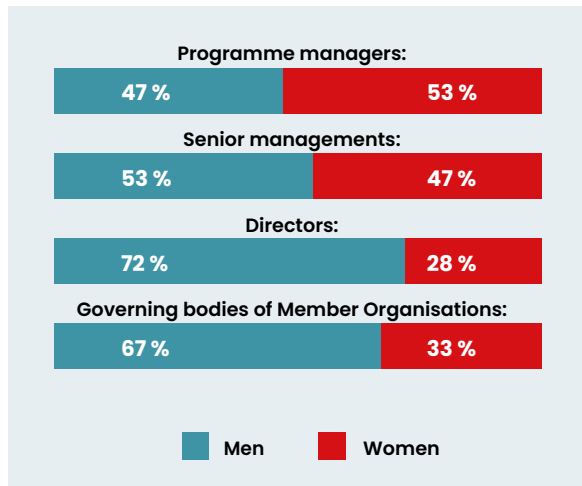
Global Outcome 8	CI has engaged with a strong global voice on CDK policy priorities	Target	Result
GO Indicator 8.1	# of policy engagements by CI on local leadership, gender and nexus agendas	2	2
GO Indicator 8.2	# & type of changes to policies in CI and the Caritas Confederation	1	2

CDK actively participated in the CI Humanitarian Policy Task Force alongside the CI Geneva Delegation and policy staff from Regional Caritas Secretariats across Europe, Africa, Asia, and the Middle East and North Africa. The Geneva delegation led policy engagements focused on Leaving No One Behind (LNOB), engaging with UNHCR, International Council of Voluntary Agencies (ICVA), and making statements in Human Rights Council (HRC) sessions. CDK played a role in a well-attended side event during the 50th session of the HRC, addressing drought and food insecurity in the Horn of Africa and the Sahel with a focus on the HDP nexus. CDK collected input from partners in Burkina Faso and Niger, drawing on insights from the technical nexus working group in the Global Focus to contribute to the event’s agenda and text. CDK also contributed to CI’s policy input on localization through the Inter-Agency Standing Committee (IASC) working group overseeing the roll-out of Inter-Agency Standing Committee (IASC) guidance on aid coordination. Additionally, CDK provided input to the development of Grand Bargain 2.0, with a CDK partner from Myanmar actively involved in the Grand Bargain Localization Workstream representing a faith based actor. CDK supported the Charter for Change (C4C) and provided financial assistance to the C4C Secretariat hosted by Community Empowerment for Rural Development (CEFORD) in Uganda, aiming to ensure policy coordination, complementarity, and consistency within the CC.

In terms of **policy changes within the CC**, 2022 witnessed progress in promoting women’s leadership, equality, and participation. A global survey (see figure) on **women’s participation** in Caritas organisations highlighted the need for internal mechanisms to ensure greater gender equality in decision-making, especially within governing bodies. CDK actively participated in a conference

co-organized by CI and the Holy See, focusing on women in leadership for a just society. Insights and data from this event were incorporated into the development of the new CI strategy.

WOMANS PARTIPITATION I CARITAS



CDK also shared its approach and best practices on **local leadership** during the CI Conference on Partnership and Fraternal Cooperation. CDK emphasised the importance of long-term flexible funding, allocating minimum percentages for core costs and capacity investment and adhering to the CIMS framework. These points were reflected in the draft Modus Operandi being developed by the CC for 2023. CDK contributed to various working groups through its membership in the CI European Secretariat, including the Humanitarian Working Group, International Directors Group and ECHO working group. Additionally, CDK indirectly contributed to selected policy messages, such as those related to climate justice, through its involvement with Globalt Fokus.

Lastly, CDK played a significant role in drafting the new Strategic Framework of the CC for 2024-2030. CDK’s priorities, including the nexus approach, local leadership, and inclusive leadership (including gender equality), were evident in the final draft strategy, which has the potential for implementation across 162 national Caritas organisations globally.

REFLECTIONS AND LESSONS LEARNT

1. As CI is pursuing many policy engagements at global level, it is not realistic for CDK to engage in all. CDK’s focus on local leadership and gender were prioritised in 2022.

2. Working with policy change continues to trigger reflection on how to measure our level of contribution as contribution is the idea that our influence is only one of many factors that contributed to a change.

3.2.4 GLOBAL GOAL 4 – INCREASE THE EFFECTIVENESS OF THE CARITAS CONFEDERATION

CDK strives to enhance the effectiveness of the CC by applying a holistic approach to build partners’ capacities. CDK promotes partners to design and deliver people-centered programs in compliance with CI Management Standards (CIMS) and other accountability standards under Outcome 9, while focusing on partners sustainability and capacities to influence policies under Outcome 10. CDK emphasises local ownership by allocating **two percent of the budget** to partner capacity strengthening. Partners have the autonomy to decide how to utilise this allocation in collaboration with CDK, giving them control over their improvement plans and the ability to prioritise their focus areas.

Although the inception phase of the new SPA program delayed targeted capacity-building efforts, all CDK’s partners actively worked on improving their **accountability standards** using the CIMS framework. CIMS assessments serve as baselines, and action plans provide a systematic means of capacity strengthening and progress monitoring. CIMS is a holistic tool looking at a broad set of elements relevant to ensure accountability, efficiency and effectiveness. CDK recognizes the advantage of using the same tool as other Caritas members, increasing its own understanding of the framework and facilitating systematic work across country programs. Working to strengthen partners’ accountability standards is also a means to support partners to attract new funding thereby promoting sustainability of local partners. Starting up a new SPA in 2022, there were no new initiatives to directly support people centered programming, partners’ financial sustainability in terms of accessing alternative funding or for promoting policy influence. However, all partners show signs of applying methods ensuring participation, involving the target group when designing the program, selecting target groups and having complaints mechanisms.

CDK’s active support to and involvement in CI also promotes capacity development. Financial support is e.g. given to Caritas Africa that is highly

active in supporting the regional Caritas members capacities on rolling out the CIMS' safeguarding/PSEA standards. Further, the capacity development efforts in Burkina Faso are coordinated in a joint program with other Caritas organisations, contributing to harmonization and coordination. It seems like a cost-effective approach but not least, it is putting the local partner in the front seat and increasing the ownership.

CDK's efforts to strengthen the CC through partner capacity development efforts contribute to a diverse and strong civil society, promoting democratic values and addressing the needs of vulnerable and marginalised groups. It supports partners in emergency response, working within human rights and climate and green solutions, and is subsequently contributing to all three strategic priority areas (**SPI-3**). Further, applying a HRBA, promoting participation and non-discrimination, fosters inclusion and human rights, contributing to a pluralistic civil society, while supporting advocacy efforts, coordination, and networks is enhancing cooperation, democratic dialogue, and civic space. The Global Goal 4 relates to the following **SDGs**: 3.3; 3.8; 5.1; 16.2; 16.5; 16.6; 17.9; 17.16.

REFLECTIONS AND LESSONS LEARNT

1. CDK's focus on accountability, participation, financial sustainability, and influence is holistic but could include additional elements, e.g., within HRBA, gender and environmental mainstreaming, and program cycle management. CDK could consider slightly broadening the focus of GG4 in close dialogue with its partners to include their priorities.
2. CDK should strive to find systematic tools for assessing capacities beyond accountability through CIMS, to monitor progress as well as delivering targeted capacity developing efforts. It would be an interesting agenda point for the Annual Partnership Dialogue
3. Collaboration within the CC is effective, and CDK should continue to leverage joint initiatives and advocacy efforts to strengthen partners and the confederation.
4. Reserving 2% of the budget for capacity development is appreciated by partners. CDK should continue to allocate a certain percent of the budget for capacity development which

partners themselves decide over, while also supporting joint donor-capacity building efforts as in Burkina Faso, promoting strong local ownership, cost-effectiveness as well as harmonisation and coordination.

3.2.4.a GLOBAL OUTCOME 9

Global Outcome 9	Local partners can design, manage and deliver effective people centred quality programmes in compliance with CIMS, CHS and other accountability standards	Target	Result
GO Indicator 9.1	% of local partners progressing to comply with CIMS and/or CHS	100%	100%
GO Indicator 9.2	% of projects designed based on needs identified by communities and targeted populations	80%	100%

CDK and its partners prioritise compliance with the CIMS and the Core Humanitarian Standard (CHS) to strengthen their organisational capacity and ensure **accountability**. CIMS comprises five standards encompassing laws and ethical codes, governance and organisation, finance and accountability, stakeholder involvement, and safeguarding. CDK was simultaneously re-certified on both CHS and CIMS in 2022. Though not all partners are Caritas members, they recognize the value of CIMS and actively engage with its elements. Several partners have conducted CIMS assessments, but there is room to improve transparency in sharing the assessments and improvement plans. While no partner is CHS certified, implementing components within CIMS also implies progressing towards CHS compliance as the two frameworks overlap. CDK further supports Caritas Africa with thematic funding for the development and rollout of CIMS Standard 5 on Safeguarding to enhance pro-activeness in leaving no girl and women behind.

CDK provides **targeted capacity building support** deliberately chosen with partners to fill their specific needs and organisational priorities. Caritas Myanmar prioritised enhancing security policies and procedures, including developing a risk management tool. Caritas Myanmar appreciated a mutual dialogue with CDK and the possibility to take lead

in setting priorities. Various partners, including Caritas Bangladesh, Jordan, Myanmar, Niger, and some partners at diocese level in Uganda, worked on implementing Caritas’ Safeguarding policy during 2022. Caritas Bangladesh is e.g., rolling out the safeguarding policy across the 6000 staff and volunteers, acknowledging the time required to implement the policy across their large organisation.

Feedback and Complaints Handling Mechanisms

(FCHM) are present in all partner organisations, but their quality varies. In Uganda, FCHMs are of good quality and utilise pictorials to raise awareness about the possibility to complain and provide feedback, particularly in humanitarian responses. However, FCHMs in development-focused engagements in Uganda need further improvement. CDK strives to promote effective FCHM implementation. In Bangladesh, CDK collaborates with the partner to operationalize the complaints mechanism, focusing on participant awareness, active utilisation, and adapting the system to suit their contexts. Partners ensure confidentiality to encourage reporting, and some provide information on the number of received complaints and their resolutions. FCHMs are crucial for ensuring participation and that projects are designed based on the target group needs, relating to Indicator 9.2. While FCHMs foster participation and local ownership, it also promotes accountability and transparency in line with HRBA.

All CDK’s partners demonstrate commitment to ensuring **non-discrimination, participation and designing projects based on the needs of the target group** (Indicator 9.2). For instance Caritas Bangladesh conducts community consultations and joint needs assessments and includes communities in prioritising target groups. Caritas Jordan conducts bi-annual patient satisfaction surveys and focus group discussions to gather information and adjust activities accordingly. Caritas Niger establishes specific committees in each parish, comprising volunteers who are often participants themselves, to ensure activities align with the target group’s needs.

REFLECTIONS AND LESSONS LEARNT

1. Caritas Burkina Faso has found that initially focusing on enhancing management structures can facilitate the implementation of other elements of CIMS. This strategy could improve the effectiveness of capacity-building efforts for CDK and its partners.

2. In Uganda, partners involved in humanitarian responses generally have better accountability systems in place than those focused on long-term development. There is an opportunity for cross-learning, where stronger partners support partners that have less advanced systems.
3. While many partners share their entire CIMS assessment and improvement plan, some do not. CDK should encourage partners to be open and share information about their capacities to promote transparency, accountability, and a strong relationship. This would enable CDK to better understand its partners and facilitate targeted capacity development efforts.
4. Indicator 9.2 has a narrow focus. To promote broader participation, CDK could reframe the indicator to encompass the target group’s involvement throughout the entire program cycle, or to focus on partners’ capacities to apply a HRBA.

3.2.4.b GLOBAL OUTCOME 10

Global Outcome 10	Local partners are sustainable, influential and take leadership in principled humanitarian and development assistance	Target	Result
GO Indicator 10.1	# of opportunities developed for local partners’ resource mobilisation and financial sustainability	0	0
GO Indicator 10.2	# of partners who report increased influence on policy development at international, national and local levels	0	N/A

As the program inception phase took time, focused capacity development efforts got less attention in 2022, both in relation to financial sustainability and capacities to influence policies. There are no concrete examples of partners seizing additional funding as a result of program engagements during 2022. However, supporting partners to comply with CIMS improves their abilities to find new donors seeking strong organisations. Measuring the impact of CDK’s support on **resource mobilisation** is challenging. In Niger, the partner suggests a joint fundraising pool from donors for income diversification. In Uganda, CDK informed partners about

funding opportunities in Denmark including DGBP, ECHO, and the Global Environmental Fund.

In relation to Indicator 10.2, no aggregate result can be presented as further efforts need to be directed to ensure systematic monitoring and reporting during 2023. However, it is yet clear that partners' engagement and capacities in advocacy and **influencing policy** development vary due to organisational focus, strategic priorities and external factors. In certain fragile contexts, the local partner has deliberately ceased to engage in advocacy efforts with authorities. Caritas Jordan advocates for an improved national healthcare system, but their efforts weakened during the pandemic and haven't fully recovered. Staff turnovers at the Ministry of Health affected their dialogues, highlighting the importance of personal relationships with stakeholders. In Burkina Faso, the additional flex-funds enabled the partner to respond to an emerging crisis enhancing their credibility and relevance as a capable and relevant local humanitarian actor and their voice in regional and global policy discussions. Caritas Burkina Faso also reports having regular contacts with Imams and Muslim community leaders, and during 2022, their President participated in international inter-religious discussions in Washington D.C. Also, advantages of being a FBO have been evident by negotiating access to isolated IDPs through the church structures. It should also be mentioned that all partners strive to participate in coordination forums to amplify voices and influence policies.

REFLECTIONS AND LESSONS LEARNT

1. Distinguishing between advocacy and awareness raising poses challenges for some partners. Also interest and ability for joint advocacy with other stakeholders varies among CDK partners. Valuable data held by partners can support evidence-based advocacy efforts.
2. Advantages of being FBO's (access and geographical reach, large constituencies, inter-religious dialogues) should be utilised by CDK and partners in advocacy efforts. The Caritas Confederation offers a global platform and CDK should promote even more inclusion of local voices in global initiatives.
3. The only country program where policy changes are reported is Uganda, and CDK and partners should assess if lessons could be learnt from Uganda.
4. The partners' ability to influence policy, Indicator 10.2, is much dependent on the external environment. CDK could thus consider reframing the indicator to measure changes in advocacy capacities. Assessment tools can aid in monitoring and design effective capacity building initiatives.

3.3 PROGRAMMATIC APPROACHES AND STRATEGIC PRIORITIES

HRBA and Leaving No One Behind – CDK shares the mission of the Catholic Church to serve the poor and to promote charity and justice throughout the World (Catholic Social Teaching). CDK is thus committed to accompany and stand up for the marginalised and most vulnerable people ensuring *Leaving No One Behind (LNOB)*. With the mission to promote justice, CDK and its partners are also striving to **link to human rights**, standing up and support people to claim their rights, through awareness raising, accompaniment, e.g., to obtain identity cards in Niger and land rights in Uganda, and through advocacy and holding duty bearers accountable. But the mission is also visible in the fact that CDK's faith-based partners by using structures of the church are able to access very fragile and often hard to reach areas. This is particularly true for Myanmar and the Sahel. Many partners show good examples of applying a *HRBA* in the inception phase, e.g., ensuring *participation* involving communities and other stakeholders in designing the activities and selecting the target group. The selection of the target groups is made upon pre-defined criteria, ensuring transparency, and departing from a multidimensional perspective of vulnerability aiming at reaching the most vulnerable ensuring *non-discrimination* and LNOB. Further, having functional complaints mechanisms are key to promote participation and ensure *accountability*. 2022 being the first year of the SPA 2022-2025, it has been important for our partners to inform participants and communities about the project, e.g., regarding projects' time span, target group selection process and the complaints mechanisms, ensuring *participation, transparency and accountability*. In Niger, for instance, the selection of beneficiaries is made by a committee with a broad representation from the host communities, Malian refugees and IDPs, municipality and partner employees. The process was thereafter anchored within the communities in which community members were informed about the activity in a community assembly. Transparency and accountability

have also been promoted in 2022 by strengthening partners' accountability standards as per CIMS and CHS.

Gender Equality and Girls and Women's Rights –

CDK's core values oblige CDK to promote equality between women and men, which is also aligned with the key principles of HRBA and LNOB. With deeply rooted discriminatory gender structures and practices in many of the program countries, targeting the marginalised and most vulnerable results in targeting women and girls. CDK and its partners are striving to *mainstream gender* throughout the program cycle, e.g., ensuring women are participating in project designs, gender aspects are considered in needs assessments, in target group selection process, assuring gender disaggregated data, including a specific section related to gender in reporting templates, etc. There are good examples of how partners are mainstreaming gender in their activities. Caritas Bangladesh is e.g., ensuring that gender considerations are included in shelter interventions by always including women and men in the "block level committees". Caritas Jordan makes sure that there is always a female nurse or volunteer available, and partners in Uganda are promoting women participation and leadership within farmer organisations and peace committees. Many partners are collecting gender disaggregated data, but it is somewhat challenging to aggregate it on a program level as methods and level of data disaggregation varies between partners. Besides mainstreaming gender, CDK has a *targeted program component* focusing on women's economic, social and/or political empowerment under Outcome 6, strengthening the program's focus on women and equality. Finally, CDK has promoted women participation and leadership during the process of developing a new strategy within the CC, and through *capacity development* Caritas Uganda has e.g. carried out a gender mainstreaming training for its staff. Most partners have worked actively on rolling out the CIMS Standard 5 on Safeguarding to enhance pro-activeness in leaving no girl or women behind.

Inclusion of Children and Youth – While CDK considers the inclusion and participation of children and youth to be a key component in applying a HRBA and principle of LNOB, CDK also sees them as key change agents putting them at the center of the development and transformation of societies. Focusing on inclusion of children and youth as a

cross-cutting priority includes ensuring their participation e.g., by including age as a criteria when selecting the target group. Also, some program components are specifically designed for targeting youth. One example is involving youth in the value addition of the farm produce in Uganda. Further, *targeted youth activities* including skills training and child nutrition intervention have been carried out as planned (and mentioned under Outcome 6) in Burkina Faso and Niger, and recreational centers for youth in Burkina Faso. Youth has also been supported to act as *change agents* contributing to a positive development in their communities involving them in peace clubs in Burkina Faso and Uganda and supporting an active and strong youth advocacy platform (NYAP) in Uganda. The interest of actively promoting youth inclusion varies between CDK partners. Interest is relatively high in the Sahel and Uganda. In several county engagements, it has been challenging to collect disaggregated data on youth. Therefore, it is also challenging for CDK to aggregate at program level in this current 2022 report.

Humanitarian, Development and Peace action

(nexus) – As a multi-mandated organisation, CDK is applying a triple-nexus approach addressing needs and vulnerabilities while also targeting the underlying causes and drivers of inequalities, conflicts and fragility to promote long-term sustainable development. There are plenty of good examples of partners applying a nexus approach during the year; providing South Sudanese refugees with seeds and agricultural training while also giving more long-term support through saving and lending groups and IGA in Uganda; providing primary health care to refugees in Jordan while seeking to influence the reform of the health sector; and in Niger and Burkina Faso where activities addressing acute child malnutrition in addition also providing training on nutrition and hygiene. Some partners are also engaged in preventing conflicts and promoting social cohesion applying a triple-nexus approach. This is foremost done in Burkina Faso and Uganda where the program supports peace clubs and peace committees facilitating dialogue and promoting social cohesion between refugees, IDPs and host communities. Further, bringing people together in C4W in Myanmar resulted in community members, and various communities coming together decreasing social tension. The focus under Global Goal 4 building partners accountability standards is strengthening partners abilities

to apply adaptive programming, supporting them to adjust and apply a nexus approach, exemplified well by our partners in e.g., Ukraine and Uganda addressing acute emergencies during 2022 while normally working in a development context. CDK continues to participate in the CI Humanitarian Policy Task Force and Nexus Task Force to develop a nexus practitioner's toolbox, as follow Globalt Fokus' Nexus Working Group.

Innovation – Building on experiences from the last SPA program period, CDK finalised an Innovation Strategy and Management Guide during 2022 for presentation to and approval by the board in 2023. The purpose is to guide CDK's innovation work in relation to both strategic direction and ambition as well as processes and tools. Four planned initiatives have been rolled out more or less according to plan, in Bangladesh, Uganda and Burkina Faso, see further under Outcome 5. Already after the first year, it is evident that innovation initiatives take time to develop, and an adaptive approach should be used, such as within the waste management project in Bangladesh. Further the long-term sustainability and economic feasibility need to be considered carefully. The solar driven stoves, ECO-CAs, in Uganda are e.g., an excellent multipurpose product, but still a rather expensive solution for the Ugandan market. Ensuring scalability and economic viability are elements within the innovation projects that need continued attention.

Partnerships and Local Leadership – In 2022, CDK signed a Framework Partnership Agreement (FPA) for 2022–2025 with each key partner. The FPA describes the shared values and principles, organisational and programmatic standards and partnership relations and forms the foundation for CDK's approach to and priority of investment in long-term partnerships. Localisation is at the core of the FPAs, including commitments towards minimum 5% of budgets allocated to core costs and at least 2% allocated for capacity investment in line with the CDK Local Leadership Strategy (LLS) strategic objective 3.3. CDK has continued to support the roll out of CIMS in all program countries and ensures that support to organisational and capacity development is in line with partner's CIMS improvement plan or other identified needs. The LLS was discussed with partners to achieve a common understanding of priorities and to set country-led targets. In 2022, LLS targets were set for Jordan, Myanmar, and Bangladesh as well as CDK at an or-

ganisational/cross-cutting level (see Annex 7) and the remaining partners will be setting targets in 2023. Furthermore, a Partnership Performance Tool (PPT) was developed and tested in 2022 during Annual Partnership Dialogues (APD) with Jordan and Burkina Faso. The PPT is a tool for mutual review of the partnership which invites open and honest dialogue and feedback beyond the day-to-day project implementation. It ultimately leads to an action plan that will be reviewed the following year. The ADP will take place each year and the ambition for 2023 is to have held an ADP with all partners. In 2022, CDK transferred 86% of funding to partners in line with the **CDK LLS strategic objective 2.1.**

Global and Local Connectedness and Coordination – CDK has actively worked to promote local leadership as described in the section above, and has, as mentioned under Outcome 8, throughout the year promoted the **localization** agenda, e.g., providing input to the development of the Grand Bargain 2.0. CDK has also continued to promote the localization agenda internally within the CC through its participation in the CI Humanitarian Policy Task Force. Through CDK's information and engagement component under Outcome 7, CDK is lifting voices and stories of both partners and target groups to the Danish general public. CDK and its partners strive to participate and contribute to relevant **coordination** mechanisms ensuring efficiency and harmonisation of the responses and activities, including engaging with national, regional and local authorities, and participating in policy development fora, national and sectoral networks and coordination committees. In Uganda, the partners are e.g., aligning their actions to the National Development Plan and Uganda Refugee Response Plan (RRP); Caritas Jordan are aligning with the Refugee Response Plan and participated in national working groups; and in Burkina Faso, the partner participates in clusters and national committees for security and emergencies with other CSOs and UN agencies. Some partners, like Caritas Burkina Faso and Myanmar, are holding partner meetings which are good means of promoting coordination and harmonisation amongst its donors. Caritas Bangladesh, previously Co-Chair of Shelter/NFI (SNFI) sector, unfortunately lost their position as a result of a restructuring of the humanitarian coordination structures. This shows that CDK and its partners are vulnerable to external factors affecting the possibility to engage in coordination efforts. CDK and its partners should yet strive to advocate for participation in coordination forums

ensuring local leadership, as well as strive to participate in networks where they can join other CSOs in coordination efforts. In Denmark, CDK is an active member of Globalt Fokus and the DK Human Rights Council.

Democratic Values and Human Rights (SP1) – One of CDK’s core missions is to promote justice and CDK works actively to promote human rights throughout the program. By applying a HRBA, CDK, the CC and partners are striving to link engagements with relevant human rights at local national and global level. A number of awareness raising activities have been carried out during the year, informing about land rights in Uganda, women’s rights in Burkina Faso etc., as a means of empowering rights holders to claim their rights. There are also examples during 2022 of partners accompanying people to claim rights such as land rights and identity documents. Advocacy efforts are also a means of holding duty bearers accountable and CC was organizing a side event and making statements in a Human Rights Council session. Several program components are contributing to upholding democratic values and societies. Promoting farmer organisations, value chain- and saving and loan groups, peace committees etc.; 336,000 people were organised within the program during 2022 contributing to promoting democratic values and building a diversified civil society. Working actively on developing CDK’s partners and their leadership capacity is also a means of promoting a strong civil society.

Fragile Contexts and Displacement (SP2) – CDK’s values cohere to the humanitarian imperative, including ensuring rights to live in dignity, the right to protection, security and to receive humanitarian assistance. Global Goal 1 contributes to this strategic priority including emergency responses (bilateral and multilateral through the CI emergency appeal system) as well as engagements in protracted crises. Being a FBO facilitates access and presence in even in the most fragile and difficult contexts, e.g., in Myanmar or in Ukraine where over 60,000 persons received support during 2022. While life-saving assistance, such as food distribution and providing shelter and healthcare, have addressed immediate needs of the target groups during the year, more long-term nexus approaches have been applied to contribute to improved dignity, resilience, self-reliance and sustainability. The approaches are tailored to the specific context and needs of the displaced and host communities and span from sup-

porting food production to promoting employability and economic diversification through skills training and saving and lending groups. Applying a triple-nexus approach, various program components have been addressing social cohesion and protection throughout the year. Impressive awareness raising efforts have been rolled out in Burkina Faso to promote social cohesion, and in Uganda and Burkina Faso, youth have been engaged in peace committees acting as change agents decreasing tensions within the communities.

Climate and Green Solutions (SP3) – The strategic framework of CI and the Global Goal 2 to promote sustainable human development and care for creation contributes to Strategic Priority 2.. During 2022, a variety of actions have been taken to promote climate adaptation, through e.g., promoting climate smart agricultural practices, promoting diversification and drought resistant crops, as well as supporting the target group to diversify their incomes through e.g., supporting value addition and value chain and saving and loan groups. Further, protection of local environments and green innovative solution have been promoted through e.g., a waste management project in Bangladesh, re-cycling and tree plantation in Burkina Faso, and the solar-powered stove, ECOCA, as a means of decreasing wood fuel dependency and deforestation in Uganda. Finally, CDKs information and public engagement activities in Denmark has promoted climate solidarity and environmental engagement, e.g., through its school engagements and new podcast publishing several episodes on climate change.

3.4 PROGRAM MONITORING

3.4.1 MONITORING OF THE PROGRAM

In 2022, CDK planned to revise the MEAL system to comply with the new SPA. A full-time MEAL coordinator position was established but delays encountered due to illness. While the use of thematic funding provided technical assistance in adjusting the MEAL system and the global results framework, further developments are needed, including further defining the indicators and deciding upon monitoring methods. Also, further alignments with partners’ MEAL systems are needed to ensure that relevant data aligned to the SPA framework is collected and that similar methods are used allowing aggregation of data. This will be further developed through 2023. CDK should also look into adjusting its reporting templates to encourage lifting reporting from activity level, as seen much during 2022,

to outcome level, and to assure relevant information for reporting on aggregated level.

The quality of reporting from partners vary, both in relation to collecting data to the LFA, and the narrative report and CDK should support partners where they are challenged, e.g., through commenting on reports, but also more targeted capacity development efforts. CDK conducted numerous monitoring visits to all partners including joint program and finance teams visits. CDK staff could not access project areas in Myanmar, Burkina Faso and partly in Niger due to security issues and dialogues continued with partners on alternative monitoring mechanisms. For Myanmar, CDK met the partner staff outside the country. In Niger a local consultant was engaged to visit Tillaberi and assisted with triangulation of data and results reporting.

3.4.2 RISK MONITORING AND MITIGATION MEASURES

CDK and its partners have continuously monitored external and internal risks during the year. While risks and mitigation measures identified in the application are rather unchanged, there are some significant changes to highlight. The positive development regarding COVID-19, has led to decreased risks in most countries. In Burkina Faso, the security situation has severely deteriorated with two military coups during 2022, and the security situations in Myanmar and Niger are still hampering the program. As a response, the partner in Myanmar has invested in strengthening their internal security procedures. Further, while restrictions in movements are limiting possibilities to travel, they have worked on developing remote monitoring including involving community volunteers and applying various technologies through phones and apps. CDK could assess if any of these methods could be further applied also in the Sahel region. The restrictions on transferring funds to Myanmar is a continued challenge. CDK and partners are closely monitoring various options while tapping into the network within the CC to find solutions with low risks. Another risk that has increased during 2022 is the deteriorating global aid environment, due to the global economic downturn and an increased focus on Ukraine. Partners are already affected, and Caritas Bangladesh and Caritas Jordan have lost important funding during the year. While continuing to advocate for sustaining humanitarian and development commitments and promoting

global solidarity, CDK's focus to build financial sustainability of its partners will be increasingly important as a mitigation strategy.

3.4.3 FINANCIAL MONITORING

Despite the aforementioned minor implementation delays, total expenditures for 2022 were 53,046,000 DKK out of the total budget of 69,850,000 DKK. The balance of 16,804,000 foremost springs from unused top-up funds received late in 2022, of which 8,7 million DKK was used for Ukraine and 13,150,000 DKK will be used in Jordan, Uganda and Lebanon in 2023–24. The remaining balance of 3,654,000 DKK were foremost a result of the delayed program implementation in Lebanon postponed till 2023. Partners in Uganda and Jordan faced a currency loss during 2022 resulting in revisions of budgets and activities in joint dialogue with CDK. The unallocated flexible funds were used to address emergencies in Burkina Faso, Uganda, Pakistan and Bangladesh, while a SPA top-up contributed to address the emergency of the Russian and Ukrainian war in Ukraine, Romania and Moldova. Thematic funds were used to develop and adjust the new SPA results and MEAL frameworks and safeguarding capacity via Caritas Africa.

Partners were introduced and got support on how to work with the new budget and reporting formats. While challenging to apply a multi-annual approach budgeting (especially in fragile and unpredictable contexts) and to get familiar with the new templates, there is an ongoing capacity building process in which direct contact between the financial teams at CDK and local partners are facilitating the learning process. Although partners are not yet using the financial reporting templates in the same way, it is possible to aggregate results, compare between countries, and assess efficiency and value for money. CDK has initiated discussion with partners in Uganda how to develop a more lean and cost effective set-up on both program and financial management. Financial monitoring visits were carried out to Lebanon, Niger and Burkina Faso during 2022 and others had comprehensive online sessions. Those are all valuable for building personal relations as well as to create a mutual understanding on the financial processes facilitating cooperation and capacity building efforts moving forward. The quality of partners' financial reports and audits are overall satisfactory. The finance team identified challenges in the audit reports from partners in Uganda and Niger foremost seen on local diocese level. No fraud nor corruption was detected.

4. Conclusions, Lessons Learned and Recommendations

Initiating a new four-year program in 2022, CDK and its partners invested in developing new procedures for multi-annual nexus programming while at the same time starting to roll out activities according to plan. The CDK program is built up by four Global Goals containing 10 Outcomes. **The first Global Goal (Reduce risks, save lives, rebuild communities)**, aligning with the Strategic Priority 2 (Fragile contexts and displacement). Responding to the continued protracted crisis in Bangladesh, Myanmar, the Sahel, Jordan and Uganda reaching almost 35.000 people, CDK and its partners also responded to the new emerging crisis in Ukraine, as well as the floodings in Uganda, Pakistan and Bangladesh in which approximately 66.000 people were reached. Having flexible funding within the program, as well as the capacity to engage in joint emergency appeals within the Caritas Confederation (CC) is a great strength ensuring adaptive programming and it helps to strengthen local partners to stay relevant and take lead in the local responses. With increased protracted crisis stemming from human- as well as climate related emergencies, applying a nexus approach is ever more relevant, and CDK and partners applied life-saving approaches coupled with long-term approaches of building resilience, self-reliance and promoting security and social cohesion in crisis affected communities. While a nexus approach is applied in protracted crisis, such as including awareness raising components addressing child malnutrition in the Sahel and supporting livelihood opportunities in the refugee settlement in Bidibidi in Uganda, it is encouraging to also see partners applying it in more immediate crisis, e.g., the partner in Burkina Faso where awareness raising and social cohesion components go hand in hand with cash transfers. Interesting and unintended results were found in Myanmar where C4W, as a means of responding to humanitarian needs, also promoted social cohesion between villages by bringing them together in joint activities.

Global Goal 2 (Promote sustainable integral human development and care for creation) aligns with MoFA Strategic Priorities 1 and 3, promoting democratic values, human rights and climate and green solutions. Mobilising and organising people is vital to promote a strong civil society and it is a key component of a democratic society. In 2022, more than 360,000 people were engaged in various groups and organisations throughout the CDK SPA program. When supporting vulnerable people via lo-

cal structures and groups to enhance their resilience and self-reliance, this may also foster democratic values and empowerment. It also is a means of raising awareness about rights, as well as lifting the voices of the communities, holding duty bearers accountable and engaging in advocacy efforts. In Uganda, promoting farmer organisations and advocacy platforms has e.g. contributed to 15 policy changes during 2022. GG2 includes a specific focus on the empowerment of women, focusing on enhancing women's economic self-reliance by supporting saving and lending groups, engaging women in urban gardening, and promoting women participation e.g. in farmer organisations. CDK is also promoting women's active participation and women in managing positions within the CC. Further, the participation of youth is also promoted within the program, including involving youth in building social cohesion through their active participation in peace committees. While promoting climate resilience is a key component within GG1, it is further emphasised under GG2 with a focus on promoting green innovations.

Under **Global Goal 3 (Build global solidarity)** CDK has promoted global and local connectedness as well as the localisation agenda. Local voices of vulnerable groups in the Global South have been lifted within the communication, education and campaign efforts carried out in Denmark where a new IPE program component with developing a podcast series, has resulted in reaching a larger number of people. As part of the CC, CDK has taken an active role developing the confederations internal policies promoting the localisation agenda and women leadership, as well as engaging in external policy efforts. The **Global Goal 4 (Increase the effectiveness of the Caritas Confederation)** is aiming at contributing to stronger results throughout the other program components by enhancing partners capacities and making them strong, relevant and able to address the needs of the communities they serve in effective and efficient ways. It is also a means of promoting a diversified and strong civil society and the localisation agenda ensuring that local partners are taking the lead in their societies' developments and humanitarian response. The accountability framework CIMS, is a relevant tool to enhance accountability standards which are applied by all CDK partners. The GG4, including CDK's commitment to local leadership, is further aiming at strengthening partners' capacity on people centred programming; enhancing resource mobilisation

and financial sustainability; and promoting influence on policy development. During this first year, there is only limited progress recorded and further efforts are to be taken in relation to these program components.

4.1 KEY LESSONS LEARNT AND RECOMMENDATIONS

1. The program inception phase took longer than anticipated, partly due to the delay of funds from the MoFA, and partly because it took time for CDK and partners to align tools and templates and to finalise partner programs and budgets in line with the revised MoFA Administrative Guidelines. This led to some delays in implementation of activities. Some activities were only initiated mid-2022 and the new cooperation with Caritas Lebanon under SPA was pushed to 2023. A lesson learnt is that the time needed for program planning and the inception phase of launching a new program with revised procedures should not be underestimated. This will be taken into account when developing new program components as well as new programs moving forward. Building partners as well as CDK's capacities in programming, incl. budgeting and MEAL, could support and facilitate future processes
2. While the current MEAL framework is capturing CDK Global theory of change including the four Global Goals and ten Outcomes in a satisfactory way, CDK will work to further strengthen the framework and indicators. While local partners' activities and goals are aligned with the SPA program, there is room for further improvements aligning partners' and the SPA MEAL frameworks ensuring adequate data is collected allowing aggregation on program level. Capacity development might be feasible to strengthen partners' MEAL capacities, while CDK could consider self collecting some data, through ongoing monitoring methods or mid/end-term evaluations. Secondly, while some indicators are measuring results on activity level, e.g., 6.3 and 7.1-3, CDK could consider adjusting some of these indicators to measure change on outcome level, although more challenging. Lastly, while all indicators are of quantitative nature, CDK could assess if some of them could be slightly revised to also look at qualitative changes, e.g., within indicator 2.3 and 3.2.
3. A HRBA is mainstreamed throughout the program. Certain elements are focusing specifically on e.g., empowering women, holding duty bearers accountable through advocacy efforts, rights awareness raising towards both rights holders and duty bearers, and strengthening partners in participatory programming. Yet, the approach could be further strengthened within some program components: i) As one of the main target group, there could be a strengthened focus on refugees and IDPs rights: ii) CDK could encourage partners to include rights awareness in some awareness raising components: iii) When focusing on rights awareness, further emphasis could be on empowering rights holders to claim their rights: iv) While the advocacy component as part of holding duty bearers accountable in Uganda is strong, it could be strengthened in other program countries: v) The focus on developing partner's capacities within people-centred programming under Outcome 9 could be broadened on HRBA.
4. Facilitating cross-learning, and sharing lessons learnt and best practices amongst the program partners and the CC is an important value added CDK can contribute to. CDK should thus further monitor interesting results from 2022 to assess if it could be promoted and scaled up, including; i) applying C4W, focus group discussions and other methods bringing communities together in joint activities as a means of promoting social cohesion; ii) attract youth in value addition efforts and involving youth in promoting further youth involvement; iii) using radio broadcast as in Burkina Faso as well as podcasts in Denmark as a means to reach a broader audience. CDK should also assess how to further develop processes and a culture promoting learning within the program including between partners.
5. The comparative advantage of being a FBO and member of a global confederation like the Caritas Internationalis has been evident during 2022. The church networks are providing unique access to people even in the most fragile contexts. The accumulated constituency of the local Catholic partners organised under CI with its 162 members provides legitimacy to speak up for the vulnerable and marginalised with an often credible and respected voice. Being a part of the CI has enabled CDK to take joint action addressing emerging humanitarian crises throughout the year (in Ukraine in particular), as well as to engage in global policy work and participate in joint policy development and capacity building efforts within the CC. CDK should continue to make good use of the confederation in promoting the localisation agenda, inclusive leadership and governance and to ensure that local voices are lifted and local partners are participating in both internal policy work as well as external policy and advocacy engagements. CDK should also continue to contribute to internal confederation policy, strategy development and capacity strengthening on for instance inclusive leadership and governance, as it, if adapted, will have a large effect as the CC consists of 162 member organisations.