



Annual Performance Report 2023

Strategic Partnership Programme 2022-2025

June 2024

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List of Abbreviations

APD: Annual Partnership Dialogues	IATI: International Aid Transparency Initiative
C4W: Cash for work	IDP: Internally Displaced People
CC: Caritas Confederation	IGA: Income Generative Activity
CDK: Caritas Denmark	IPE : Information and Public Engagement
CEFORD: Community Empowerment for Rural Development	LLS: Local Leadership Strategy
CHS: Core Humanitarian Standards	LNOb: Leaving No One Behind
CIMO: Caritas Internationalis member organisations	MEAL: Monitoring & Evaluation, Accountability and Learning
CIMS: Caritas Internationalis Management Standards	MENA: Middle-east, northern-Africa
CI: Caritas Internationalis	MoFA: Ministry of Foreign Affairs
EA: Emergency Appeal	MoH: Ministry of Health
ECHO: European Civil Protection and Humanitarian Aid Operations	HRC: Human Rights Council
ERP system: Enterprise Resource Planning	MPCA: multi-purpose cash assistance
FBO: Faith Based Organisation	NCD: Non-Communicable Diseases
FCHM: Feedback and Complaint Handling Mechanism	NSG: Niels Steensen Grundskole og Gymnasium
FPA: Framework Partnership Agreements	PANT: Participation, Accountability, Non-discrimination, Transparency
GBV: Gender Based Violence	SDG: Sustainable Development Goal
GG: Global Goal	SPI-3: Strategic Priority
GOI: Global Outcome Indicators	SPA: Strategic Partnership Agreement
HDP nexus: humanitarian-development-peace nexus	SPRS: SPA portfolio-level results system
HH: Household	URRI: Uganda Refugee Resilience Initiative
HRBA: Human Right Based Approach	WASH: Water Sanitation and Hygiene

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1. Strategic Level Reporting

Caritas Denmark's (CDK) Annual Report for 2023 is presented in four main chapters. **Chapter one** includes an executive summary, an illustration of program geographical engagements and a presentation of organisational and management developments and changes in 2023. This is followed by **chapter two** showcasing key illustrations and numbers from 2023, as well as trends and developments from previous years. In **chapter three**, an analysis of the contextual development is followed by a presentation of key results from the program's four Global Goals, and 10 Outcomes together with reflections on lessons learnt during the year. Analysis of alignments of operations with CDK's program approaches and SPA strategic priorities is addressed throughout chapter three. This year's chapter (3.4) on CDK's cross-cutting approaches takes a deep dive into the area of Local Leadership, answering specific questions posed by the Ministry of Foreign Affairs (MoFA) of Denmark, and expanding on key results and developments. This is later followed by a chapter on program-, risks- and financial monitoring. In **the fourth** and last chapter, conclusions are presented together with main lessons learnt and recommendations.

1.1 EXECUTIVE SUMMARY

The Caritas Denmark (CDK) SPA II program is built up by four Global Goals with 10 Outcomes. The **Global Goal 1 (Reduce risks, save lives, rebuild communities)**, aligning with SPA strategic priority 2 (Fragile contexts and displacement), **Global Goal 2 (Promote sustainable integral human development & care for creation)** aligns with SPA Strategic Priorities 1 and 3, promoting democratic values, human rights and climate and green solutions, **Global Goal 3 (Build Global Solidarity)** CDK has promoted global and local connectedness as well as the localisation agenda, and **Global Goal 4 (Increase the effectiveness of the Caritas Confederation)** is aiming at contributing to better 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.

The program progressed as planned during the year, the total **expenditures in 2023 were 55,83 mDKK**, compared to a **budget of 69,27 mDKK** during 2023, of which 87% were transferred to local partners. During 2023, CDK continued to concentrate its international work in primarily seven partner countries, where our efforts take place in close cooperation with local communities and faith-based partners. CDK and its partners ensured that **vulnerable & at-risk target groups have access to and make use of protection and life-saving assistance**, providing **85,302 people** with humanitarian assistance. The responses were well aligned with the needs on the ground and local partners coordinated with relevant actors present including UN clusters, and authorities to ensure effectiveness, efficiency and coordination. Protracted crises continued to be addressed within the multi-year country-level SPA partnership programs, while SPA top-up funding secured in 2023 for Lebanon, Burkina Faso, and for the Syrian crisis response in Jordan allowed CDK to build on the ongoing humanitarian programming, while additional top-up funds in Ukraine provided added value and continuation of CDK's support to war affected people through the cooperation with Caritas Ukraine. **Swift joint action continued** with Caritas Internationalis member organisations (CIMO) through the Caritas Confederation's global Emergency Appeal (EA) modality. Through EAs launched by local partners and church structures, CDK reached and provided support to the most vulnerable, in most fragile states, such as Niger, Myanmar, and Palestine. Out of the total humanitarian reach of 85,302 in 2023, **76,385 people were reached through our long-term partnerships, including Ukraine** while in response to emerging crisis, **8 917 people** out of the total reach of 85,302 were from EAs alone in 2023.

Our partnerships continued to be built on a **Humanitarian- Development-Peace (HDP)** nexus approach to strengthen coordination, coherence, and complementarity with other actors across humanitarian efforts, development cooperation and peaceful coexistence. Country partnerships continued to rely on approaches and Theories of Change which combines programme components jointly applying lifesaving and long-term

development approaches. As a result of CDK's SPA programme, **crisis affected people and communities have become more resilient and self-reliant**. In 2023, among the surveyed households within relevant partnerships **83% reported being food secure**, while **86% reported having increased economic resilience and self-reliance**, and **63% of the surveyed target group reported an improved feeling of safety and dignity**. The 2023 country-level programming continued with a strengthened focus on integrating programme components addressing social tensions or building social cohesion and peaceful co-existence to address inter-communal tensions and build multi-stakeholder cohesion.

CDK and its partners strive to promote **sustainable integral human development and care for creation by empowering communities, transforming unjust structures, and caring for the environment**. 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 2023, **371.796 people** were **organised in democratic and accountable collectives**, such as farmer cooperatives, national advocacy platforms, saving-, lending-, value chain-, peace-, and community groups. Local partners and rightsholders were **actively engaged with local and national duty bearers and stakeholders**, conducting a multitude of initiatives **voicing the interest of community members** at local and national level, contributing **to a diversified and legitimate civil society, engaged on issues of relevance to them**. **8.520** of the targeted households **added at least one new climate or environmentally smart technique or practice** in support of resilience and self-reliance across programmes. There are ample examples of **green innovations or initiatives promoting climate resilience and improved livelihoods**. Through **empowering 99.464 women** economically, socially or politically, promoting **meaningful participation and inclusion of youth** across programmes, and reaching around **690.166 rights-holders** with rights-awareness information, the **rights, potentials, & influence of vulnerable groups have significantly been strengthened across programmes** in 2023.

CDK continued to **build global solidarity** and advance **global and local connectedness and coordination** by amplifying the voices of the poor through coordinated communication, public education, and campaigning. Target groups in Denmark have been informed on and engaged in activities for social transformation, global solidarity, and care for our common good globally, nationally, and locally. With a strong global voice, CDK strives to promote engagement in Caritas Internationalis' (CI) within its policy priorities, particularly regarding local leadership, gender and the nexus agendas. CDK actively participated in and contributed with engagement and input on priorities via Caritas Europa working groups to the new Caritas Confederation (CC) Strategic Framework 2024– 2030 – One Human Family, One Common Home, adopted in 2023. CDK continued to strive towards enhancing the effectiveness of the CC by applying a systematic approach to strengthen partners' capacities. CDK encourage partners to design and deliver people-centred programs in compliance with CI Management Standards (CIMS) and Core Humanitarian Standards (CHS) while focusing on partners financial sustainability and capacities to influence through advocacy. CDK enhanced its efforts in 2023, developing **17 new funding opportunities** in cooperation with its local SPA partners, for both institutional and private donors. Importantly, CDK continued to advocate for our partners to take up leadership within new development and humanitarian initiatives and on national humanitarian coordination, contributing towards **local partners being sustainable, influential and taking leadership in principled humanitarian and development assistance**.

1.2 THIS IS WHERE WE WORK



1.3. ORGANISATION AND MANAGEMENT

In 2023 CDK continued its implementation of the SPA 2022–2025, with all SPA funded programmes up and running. CDK management team each year identifies focus areas that, in addition to keep the operation running smoothly, deserve special attention. CDK 2023 organizational goals for the international work included (1) **Implementation of the Fundraising plan** that was developed in 2022 and approved by the CDK Board in January 2023. Thirteen diverse funding opportunities were scrutinized and both concept notes and full applications were submitted to donors including EuropeAid, ECHO and Novo Nordisk Foundation. In addition, CDK successfully applied for and was granted 3 top-up contracts from MoFA. CDK's growth continued in 2023 with a **budget increase of 22%** compared to 2022. The second goal for 2023 was a (2) **focus on MEAL**. The increasing focus in general on CSOs ability to demonstrate impact, change, added value and value for money triggered changes in CDK's data collection methods and results framework. The revision of the International Manual (regulating

project cycle management in CDK) was initiated in 2023 to bring it in sync with the updated SPA II Administrative Guidelines and CHS requirements. The third and last goal was to (3) **consolidate partnerships in line with our Local Leadership Strategy** (see chapter 3.4). This included among many other things **regular monitoring visits to partners** and project sites from both CDK technical/program staff, finance team and management representatives. All countries were visited except for Myanmar where CDK travelled twice to meet the local partner in neighbouring countries. Meeting the increasingly volatile security and political situation in the Sahel, Myanmar, Ukraine and MENA region, CDK developed **tools for remote monitoring** to be adapted to each context. During 2023, CDK initiated the process of updating its environmental policy with 16 focus areas and a proposed plan guiding the necessary actions. The "Caritas Greening Group" is envisioned to ensure compliance with and effective implementation of the proposed action plan. Through continued annual reporting on Rio Markers to the MoFA of Denmark, green objectives and green development finance have been mon-

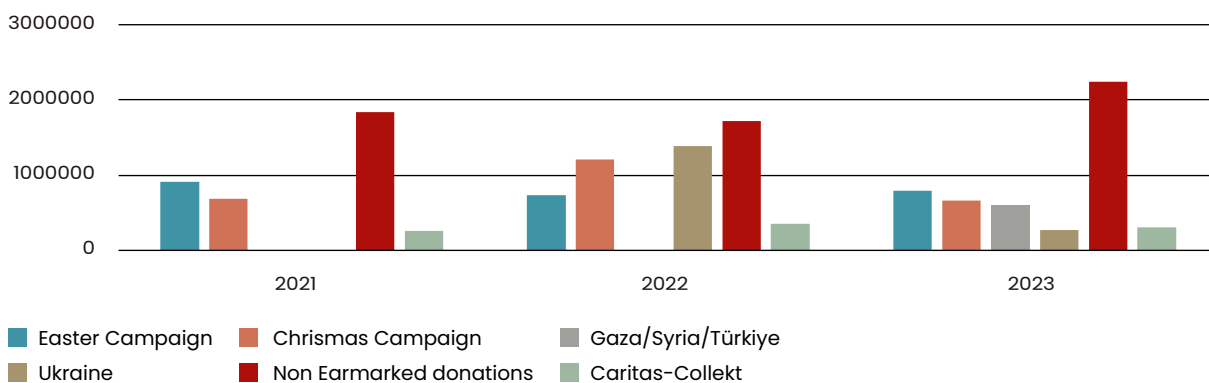
itored. Facilitated by the HDP nexus approach applied across the CDK SPA funded programme, CDK decided to expand its CHS certification to the entire portfolio (instead of only humanitarian activities). The process renewal audit with HQAI consultants started in September 2023 and was successfully completed in March/April 2024. CDK is fully CHS certified for both its humanitarian and development engagements.

For the CDK Engagement team, a **new CDK website was launched in 2023**. CDK also applied for the "Ulandskalenderen". Even though CDK did not win, it was a meaningful process with lots of cross-learning between the CDK departments and with the IPE team in MoFA of Denmark. Finally, CDK increased attention to the cooperation with the Catholic schools in Denmark. This resulted in a **successful "Globus Application" from MoFA of Denmark**. CDK brought a 9th grade class from Niels Steensens Gymnasium to Uganda. The visit was a huge success for partners, learners and CDK alike. Activities in Uganda had a strong focus on climate change and environment and the communication material collected during the visit complements perfectly CDK's SPA funded IPE activities e.g. with podcast production.

2023 priorities for the Finance and Admin team included update and roll out of the staff manual. This was completed in September 2023. Lastly, CDK started **implementation of the new ERP system** from the beginning of 2023. Unfortunately, the supplier that CDK had engaged for technical support on "Business Central" changed owners and consequently was not able to deliver the agreed services. This caused delays in the implementation of the ERP system.

Members of the **CDK Board visited Lebanon in February 2023**, which offered them a valuable opportunity to gain a deeper understanding and appreciation of the programme as well as the complex political situation in Lebanon. Furthermore, the visit facilitated an engaging exchange of experiences between the boards. **CDK annual meeting in September** brought together CDK constituencies and stakeholders. Secretary General of Caritas Ukraine, Ms. Tetiana Stawnychy was specially invited and spoke about the war and its impact on Ukrainians. A Danish film maker Cathrina Bianca Christensen¹ reached out to CDK for cooperation on a CISU grant on communication that she has obtained. She visited CDK supported climate projects with clean cooking in Uganda in October, resulting in two short films².

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



CDK with own funding, initiated partnership with Caritas Jerusalem for activities in West Bank and Gaza in September 2023 and with Caritas Armenia in response to the Nagorno-Karabakh crisis in October 2023. In 2023, CDK's fundraising campaigns reflected the growing number of conflicts and national disaster within or close to Europe, such as the wars in Ukraine and Gaza/Israel and the Earthquake in Turkey and Syria. CDK has four separate

annual fundraising campaigns, but in 2023 CDK had one or two different fundraising campaigns running in parallel as the annual campaigns. There was a small decrease in **private donations** from 5,950,839 DKK in 2022 to **5,541,440 DKK in 2023**. The overall result of private fundraising in 2023 was better than expected, and the decrease was only due to the exceptional and record-high result of the Christmas Campaign to Ukraine in 2022.

¹ <https://climatepartnerships.com/>

² <https://caritas.dk/internationalt/klima-og-baeredygtig-udvikling/>

2. Caritas in Numbers

FIGURE 1. FUNDING SOURCES 2023

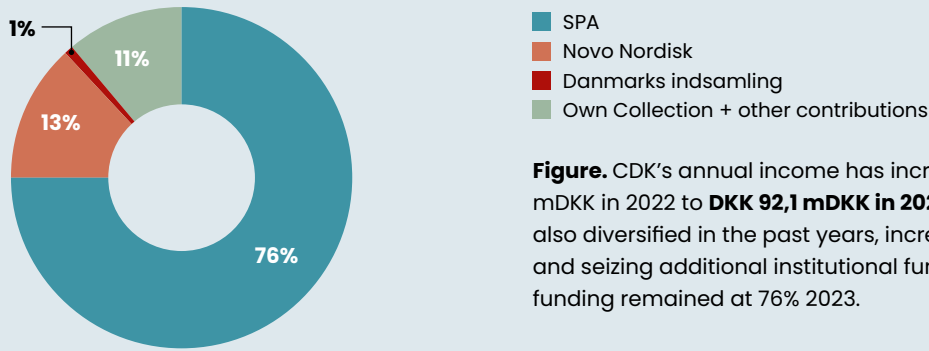


Figure. CDK’s annual income has increased, from DKK 82,6 mDKK in 2022 to **DKK 92,1 mDKK in 2023**. Funding sources have also diversified in the past years, increasing own collections and seizing additional institutional funding. Dependency of SPA funding remained at 76% 2023.

FIGURE 2. SPA TURNOVER PER COST CATEGORY

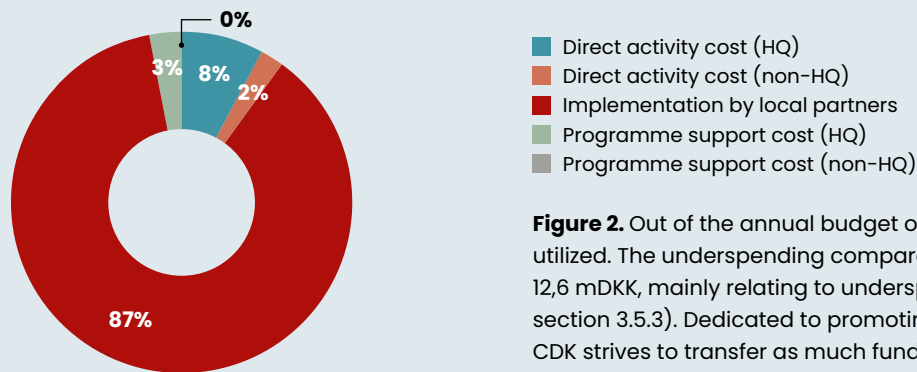


Figure 2. Out of the annual budget of 69,3 mDKK, 55,8 mDKK were utilized. The underspending compared to the budget for 2023 is 12,6 mDKK, mainly relating to underspending by partners (see section 3.5.3). Dedicated to promoting the localisation agenda, CDK strives to transfer as much funding to local partners as possible. CDK transferred 87% of the program and project activities (PPA) to partners during 2023.

FIGURE 3. SPA TURNOVER PER GLOBAL GOAL

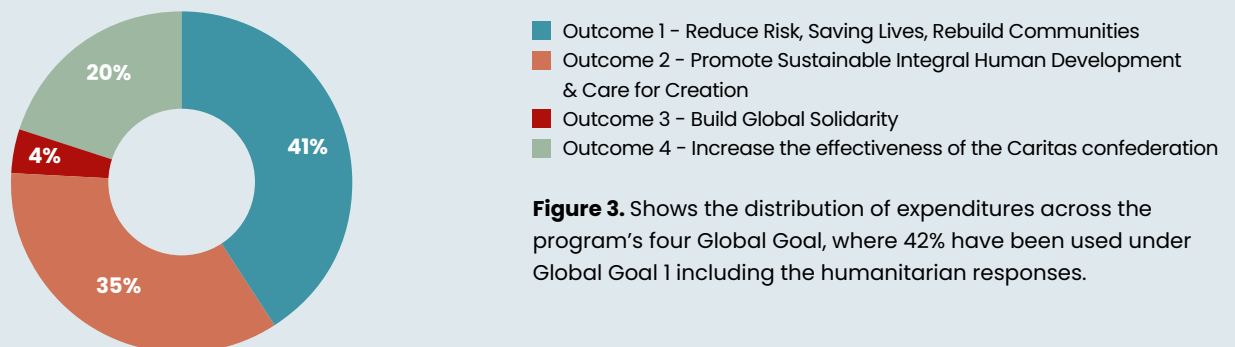


Figure 3. Shows the distribution of expenditures across the program’s four Global Goal, where 42% have been used under Global Goal 1 including the humanitarian responses.

FIGURE 4. TOTAL TURNOVER BY PARTNERS AND HQ

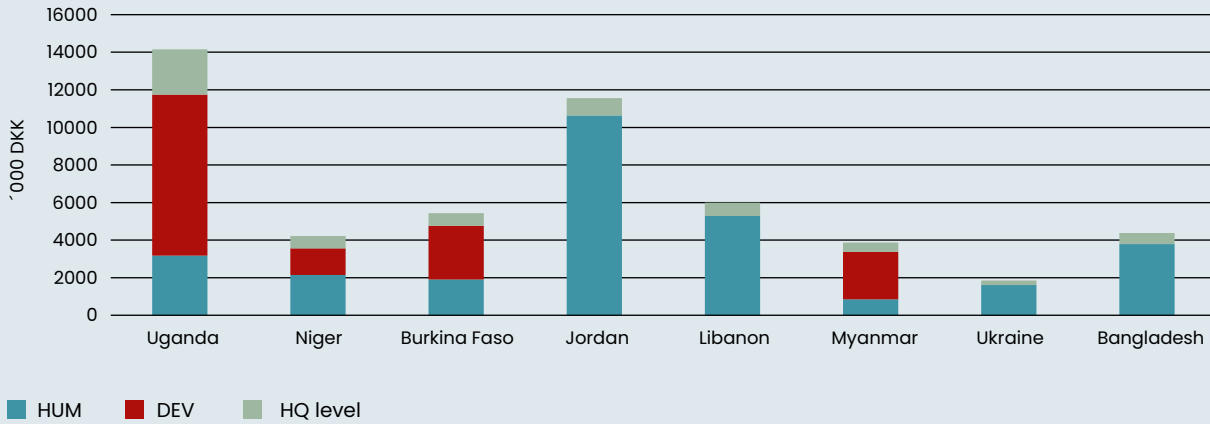


Figure 4. shows the turnover per program country, including the emergency responses. Responses outside program counties are covered by the flexible and top-up funds presented in Table 5 and 6 below. Largest turnover is found within the Uganda program with 28%, followed by Jordan with 22%, Libanon with 12% of the total expenditure within program countries, 57% were allocated to humanitarian responses, and 30% to development engagements. 77 % of the expenses for the program and project activities were used in what is defined as fragile contexts.

FIGURE 5. FLEX FUNDS

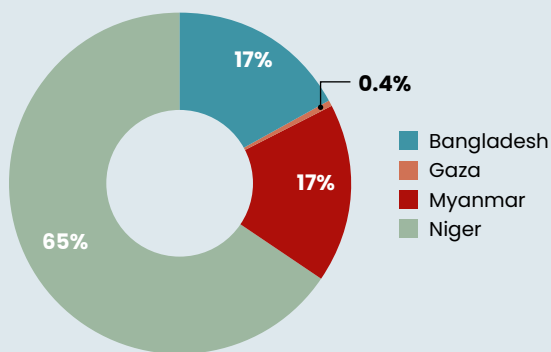


FIGURE 6. UKRAINE FUNDING SOURCES

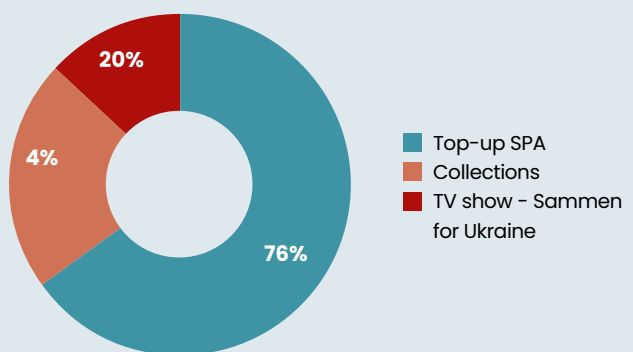


Table 5 and 6: A total of 2,913,000 DKK of unallocated flex funds were spent in 2023. As presented in Figure 5, 65% were used in Niger, 17% in Myanmar and Bangladesh, and 0.4% in Gaza. In addition, 9,394,491 DKK were fundraised for Ukraine through a SPA top-up and own collections.

3. Programme Development and Results

In this chapter, the contextual developments during 2023 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. This is followed by this year's Performance Report's focus on Local Leadership. Lastly, a summary of how the program has been monitored throughout the year, programmatically, in relation to risks and financially.

3.1 CONTEXTUAL DEVELOPMENT

In 2023, the international humanitarian and development sector faced significant challenges and shifts driven by ongoing crises, conflict, climate change, economic instability, and evolving policy priorities. A major concern was the escalating global humanitarian need, with an estimated **406.6 million people** requiring assistance due to conflicts, climate change, and the lingering effects of the COVID-19 pandemic. Despite increased humanitarian efforts, funding shortfalls persisted, exacerbating the gap between resources and needs¹. **Migration** remains a critical issue, with approximately **184 million people** living outside their countries of nationality², **117 million people displaced** with **68 million being internally displaced**³. The impact of **climate change** on humanitarian needs became more prominent, with discussions at COP28 emphasizing the intersection of climate resilience and conflict-affected areas, including the worsening impacts of natural disasters on crisis and conflict-affected populations⁴. Several **man-made crises** such as in Israel and Palestine, Ukraine, Syria, Haiti, Sudan (and its neighbouring countries), significantly impacted the global hu-

manitarian landscape in 2023. **Food insecurity** also saw a significant increase, partly due to the ongoing effects of the Ukraine conflict, which disrupted global food supply chains⁵. **Neglected displacement** crises across the African continent, such as in Burkina Faso, Democratic Republic of Congo, Mali, Niger, and South Sudan, continued to face inadequate funding, media attention and political engagement, with some fearing neglect becoming the "new normal"⁶. International aid actors continued to emphasise more **integrated, flexible, and locally driven approaches**, aiming to create more effective and sustainable solutions to the apparent global crisis. Within Caritas Denmark's (CDK) partnership countries, several of these global trends were visible in 2023.

In the **Sahel region**, the security situation and quality of life has been deteriorating for more than a decade, with shrinking civic space coupled with the effects of sanctions imposed by ECOWAS on the increased number of military-led countries. 2023 in **Burkina Faso** was the second year with a military-led, transitional government and declared state of emergency. With the withdrawal of the military accords with France and all French military personnel, authorities' focus was on combatting terrorism, engaging in new international political, military alliances and international military and commercial partners. The declared war on terrorism has so far not led to a decrease in the number of incidents and victims. The number of internally displaced people remains at approximately 2 million (January 2023). Humanitarian assistance is under pressure due to geographic security and modality restrictions, demanding continuous adaptation. Agricultural lands across rural areas lay idle due to displacement, or fear and threats of attacks, impacting food security. CDK's partner response throughout 2023 was flexi-

1 Development Initiatives, 2023

2 World Bank, 2023

3 Norwegian Refugee Council, 2024

4 The New Humanitarian, 2023

5 EUCIVILPROTECT, 2023

6 Norwegian Refugee Council, 2023

ble, with quick humanitarian support thanks to the 18-month top-up funding obtained in the second half of the year. As for **Niger**, like Burkina Faso, the military coup d'état in July impacted the country extensively through 2023. Sanctions had a severe impact on the population in almost immediate shortages and price increases on energy, transportation, medicine, food, personal hygiene products, and shortages of cash. Borders to neighbouring countries and import and export markets remained closed. The situation escalated further after disputes at regional level and a Nigerian withdrawal from former military alliances, with new international military partners swiftly entering the scene. The national CDK-partner in Niger felt the consequences of the economic and commercial sanctions and adapted to new restrictions by the authorities. CDK succeeded with SPA flex funding of DKK 1,9 million in supporting the launch of a coordinated emergency call for cash-transfers to address acute food- and nutrition insecurity in four regions particularly exposed and marked by losses and damages on agricultural production due to terrorism and flooding.

In **Uganda**, CDK's humanitarian partnership in Bidibidi, and development partnership with UGO-PAP to support farmer cooperatives and advocacy were more crucial than ever during 2023. Four out of five Ugandans engage in rain-fed subsistence farming, making them particularly susceptible to climate change threatening socio-economic development in already high-need areas. Forty-two per cent of the rural population lives in extreme poverty, and poverty is on the rise. Uganda hosts Africa's largest refugee population (over 1.6 million refugees), with around 200,000 in Bidibidi alone. With World Food Programme reducing food provisions in Bidibidi, CDK-supported interventions are also here increasingly essential. Land degradation remains high, with substantial forest cover loss and one of the highest deforestation rates globally, causing soil erosion, declining fertility, and biodiversity loss. Most Ugandans rely on natural resources, so slight temperature increases can have dramatic impacts, particularly for vulnerable smallholder farmers with low adaptive capacity and insufficient supportive policies. Although civic space is shrinking, Caritas remains operational, and programming continues uninterrupted. Despite a strong legislative framework on climate, implementation lags, and Uganda's Nationally Determined Contribution should guide future dialogues, focusing on climate change adaptation. At the start of this SPA period, CDK signed grant agreements with four partners but recommended the national Caritas body to take the lead. Following CDK's local leadership efforts, this resulted in

a 2023 restructuring to make **Caritas Uganda** responsible for all finances and reporting to ease the administrative burden and streamline communication, management and implementation. Activities with former partners will continue unchanged. In 2023, **Myanmar** continued to face severe humanitarian challenges, exacerbated by the military coup that took place in February 2021. The situation remained dire with widespread violence and intensified armed conflict, significant displacement, and substantial humanitarian needs. By mid-2023, nearly 2 million people were internally displaced, with many fleeing multiple times due to ongoing violence. The conflict's impact on civilians has been devastating, with reports of indiscriminate attacks, forced relocations, and widespread destruction of civilian infrastructure. The humanitarian crisis was further compounded by Cyclone Mocha, which struck in May 2023, affecting over 48,000 people, and causing extensive damage. The cyclone worsened the already precarious living conditions for many displaced individuals. Access to affected areas remained a critical issue, with administrative and physical barriers hindering the delivery of aid facing underfunding. Restrictions on transfers of foreign currency to our partners in Myanmar made use of alternative means of transfer necessary. Caritas Denmark's partners in Myanmar have reiterated their appreciation that Caritas Denmark amidst the dire humanitarian situation continue our support for long-term livelihood activities through the CS&PPM programme which gives them hope for a future after the civil war. CDK supported partner's emergency appeal with SPA flex funding of DKK 500,000. Humanitarian aid for the victims of Cyclone Mocha was timely and relevant.

In 2023, the situation for Rohingya refugees in **Bangladesh** has continued to deteriorate amidst ongoing challenges. Over 950,000 Rohingya remain in refugee camps in Cox's Bazar, having fled violence and persecution in Myanmar since 2017. The prospects for their repatriation remain bleak due to the continued instability and lack of security guarantees in Myanmar. One of the most pressing issues has been the severe reduction in international funding for aid, which has led to significant cuts in food rations, education and health services, and many refugees who relied on paid volunteer roles have lost these limited income opportunities. This situation has contributed to increasing violence and criminal activity within the camps, including turf wars among armed groups, abductions, and drug trafficking. Young men in the camps are increasingly being recruited by various factions for the ongoing civil war in Myanmar. The reduced attention of donors to the Rohingya crisis

has underlined the value of the four-year partnership agreement between Caritas Denmark and Caritas Bangladesh, which provides some financial and organisational stability to Caritas Bangladesh in an otherwise increasingly unstable situation. Bangladesh was also hit by Cyclone Mocha and CDK supported the emergency appeal with DKK 500,000 SPA flex funding.

Lebanon continues to face a now protracted, complex crisis characterized by multiple layers of long-standing vulnerabilities, reversed development gains, and acute humanitarian needs, particularly among the most vulnerable populations. While the poverty rate among Lebanese was 33% in 2022, it reached 87% among Syrians that same year with Lebanon hosting the largest number of refugees per capita and per square kilometre in the world. Governance issues continue to exacerbate the situation, driving severe shortages in food and healthcare. Facing delays in this challenging context in 2022, CDK and its local partner managed to get the programme operational in 2023, and it remains focused on protecting, responding to, and empowering Syrian women and girls who are survivors of gender-based violence (GBV) in need of protection and livelihood services. In response to the severe food crisis, CDK secured funding from the SPA top-up modality in 2023 to provide hot meals and food parcels to vulnerable individuals and households, enabling Caritas Lebanon to strengthen its crisis response during 2023.

In **Jordan**, the protracted refugee crisis is worsening with Jordan hosting the second-largest number of refugees per capita worldwide. Currently, more than 730,000 refugees were registered in Jordan of which around 654,000 are Syrians without any prospects of a safe return soon. The influx of refugees adds additional pressure i.e. on the health sector. Despite a recent policy change making public healthcare services available for registered refugees at the same rate as would be paid by uninsured Jordanians, coverage, and quality of health services to refugees are affected by under-funding and policy constraints. Over the past months, income of refugees has decreased significantly, leading to increased vulnerabilities (more than half of refugees are living in poverty, one-fifth experience food insecurity and unemployment rates are notably high: 23% for Jordanians and 28% for Syrian refugees). Due to continued lack of international funding, lifesaving assistance to refugees become unpredictable and remains insufficient.

The October 2023 Israel-Hamas war has had devastating impacts on the already dire humanitarian situation in Gaza and is further heightening ten-

sions across the Middle East. While being a “stable anchor” in the region, Jordan is affected by protests, civic unrest, and social tension triggered by the war in Gaza, and the lack of international action. Caritas Jordan was a key facilitator in bringing together various Caritas Confederation partners in response and common advocacy and peace messaging on Gaza. The Gaza war further escalated conflict along the Israel-Lebanon border, leading to a rise in civilian casualties and increased internal displacement. These developments have intensified both inter- and intra-communal tensions in Lebanon, as competition over scarce resources escalates, shrinking the protection space for refugees and migrants, particularly women and girls.

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 for 2023**, 14 partners have been supported through the program (SPRS Output Indicator 1) while **85,302 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 in various domains of change have been achieved throughout the year. **Three results have been compiled into three case studies** published on [CDK’s website](#), including examples of a change in; i) Uganda; ii) Lebanon; iii) Bangladesh, 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 (CC) have a special obligation and role to secure people’s rights to receive humanitarian assistance, protection, and security as reflected in the common CC strategy. During 2023, Caritas Denmark (CDK) continued to concentrate its international work in primarily seven partner countries, where our efforts take place in close cooperation with local communities and faith-based partners.

CDK and its partners ensured that **vulnerable & at-risk target groups have access to and make use of protection and life-saving assistance**, providing **85,302 people** with humanitarian assistance. The responses were well aligned with the needs on the ground and local partners coordinated

with relevant actors present including UN clusters, and authorities to ensure effectiveness, efficiency and coordination. Protracted crises continued to be addressed within the multi-year country-level SPA partnership programs, such as supporting malnourished children and mothers in the Sahel region, providing support to refugees in northern Uganda with farming activities, offering healthcare to refugees in Jordan, providing shelters to refugees in Bangladesh and Lebanon, and supporting marginalized people in Myanmar and Lebanon with income-generating activities (IGA). SPA top-up funding secured in 2023 for Lebanon, Burkina Faso, and for the Syrian crisis response in Jordan allowed CDK to build on the ongoing humanitarian programming, while additional top-up funds in Ukraine provided added value and continuation of CDK's support to war affected people through the cooperation with Caritas Ukraine. **Out of the total humanitarian reach of 85,302 in 2023, 76,385 people were reached through our long-term partnerships, including Ukraine.**

The continued ability to take **swift joint action** with Caritas Internationalis member organisations (CIMO) through CC's global Emergency Appeal (EA) modality, demonstrates the Caritas Confederation's continued role as a strong and relevant global humanitarian actor. Through EAs launched by local partners and church structures, CDK reached and provided support to the most vulnerable, in most fragile states, such as Niger, Myanmar, and Palestine. CDK utilized unallocated flexible funding to our ongoing partnerships in **Myanmar and Bangladesh**, providing humanitarian and crisis support in the aftermath of Cyclone Mocha, and to CADEV in **Niger** for their EA for acute and complex humanitarian crisis with shortage and prices hikes on the basic food basket caused by a mix of terrorism, sanctions resulting from military coup d'état and weather events. Additionally, CDK collaborated with sister organisations outside our long-term SPA Framework Partnership Agreements (FPA), such as supporting Caritas Jerusalem in their efforts to respond to the immense humanitarian needs in Gaza, following the Israeli military intervention in response to Hama's terrorist attacks on October 7th. In response to emerging crisis, **8 917 people** out of the total reach of 85,302 were from EAs alone in 2023.

Our partnerships continued to be built on a **Humanitarian-Development-Peace (HDP)** nexus approach to strengthen coordination, coherence, and complementarity with other actors across humanitarian efforts, development cooperation and peaceful coexistence. CDK work in partnership with respect for the humanitarian principles of in-

dependence, impartiality, and neutrality. During the programmatic year of 2023, country partnerships continued to rely on approaches and Theories of Change which combines programme components jointly applying lifesaving and long-term development approaches. **16 programme components were jointly applying lifesaving and long-term development approaches** across all seven of our SPA-partnership countries. Combining long-term approaches with direct lifesaving services within CDK's SPA programme implies a humanitarian effort with additional focus on enhancing people's rights and understandings, influencing policy reform, increasing economic resilience and self-reliance, providing protection activities to improve safety and dignity, and address social tensions and build social cohesion. As a result of CDK's SPA programme, **crisis affected people and communities have become more resilient and self-reliant.** CDK has continued to support and strengthen farmer organisations, saving-, lending-, and value chain groups in Uganda, the Sahel region, and Myanmar, improving food security, economic resilience, and self-reliance. In 2023, among the surveyed households within relevant partnerships **83%** reported **being food secure**, while **86%** reported having **increased economic resilience and self-reliance**, and **63%** of the surveyed target group **reported an improved feeling of safety and dignity.** The 2023 country-level programming continued with a strengthened focus on integrating programme components addressing social tensions or building social cohesion and peaceful coexistence with **15 concrete components** across partnerships aiming to address inter-communal tensions and build multi-stakeholder cohesion. This approach ensures that the **protection and social cohesion of crisis affected people and communities are improved.**

The 2023 results under Global Goal 1 are well aligned with the SPA strategic priority area SP2, Fragile Contexts and Displacement. CDK works in highly fragile regions and countries, such as Sahel and Myanmar. While aiding 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 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. 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.

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 2022	Result 2022	Target 2023	Result 2023
GO Indicator 1.1	# of crisis affected people whose essential needs have been addressed	87,800	101,024	65,680	85,302
GO Indicator 1.2	% of crisis affected people surveyed report satisfaction with the timeliness, appropriateness, and quality of services provided	70%	95%	80%	82.2%*

*Based on the average satisfaction rate percentage reported by partners. Data missing from Myanmar.

So far, CDK and its local partners have provided **186,326 individuals with humanitarian support through the SPA II programme period**, addressing peoples' essential needs. In 2023, **the essential needs of 85,302 crisis affected people were addressed** 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 SPA flexible and top-up funds. **85,302 people reached** is a decrease of overall reach of 15,722 people from 2022, although **surpassing the set global target of 2023 by 19,622 people**. Gender disaggregated data is available for **58,128 individuals, of which 30,313 (52%) are women and 27,815 (48%) are men**. Out of the total humanitarian reach in 2023, **1664 were children**. In 2023, CDK received SPA top-up funding for Ukraine, Lebanon, Burkina Faso, and for the Syrian crisis response in Jordan. Although Caritas Ukraine does not have a long-term Framework Partnership Agreement with CDK, the Top-Up funding provided winterisation support to 2,710 people affected and displaced by the war, providing energy subsidies and in-kind contribution of electric and solid fuel heating systems. The winterisation top-up allocation of 2023 provided significant added value to the 2022 programme with Caritas Ukraine, which already had contributed to various kinds of support (shelter, food, WASH, protection, health, transport, etc.) to support war affected people in Ukraine. A significant result adding to the regular humanitarian support within partnership programming was **the top-up funding received for Lebanon, providing emergency food assistance to a total of 30,782 individuals, further contributing to Caritas Lebanon's ability to meet the increasingly growing needs of the multi-dimensional crisis in the country**. The additional top-up funding for our partnership with OCADES-Caritas Burkina allowed for expanding the volumes and numbers of food voucher distributions, detection, and prevention of malnutrition in young children, and social inclusion of children and their families through activities meant for longer-term adaptation and conflict-reduction such as awareness campaigns of social cohe-

sion. In Jordan, the top-up allowed for expanding current humanitarian activities within the partner Health and Protection Programme, including a pilot component on cash-for-health deliveries and an expansion of the current protection response by integrating cash-for-protection. In Uganda, 750 farmers were supported in gaining land rights and develop their farms, and school feeding systems ensured daily lunches to more than 4,800 students, including the top-up funded Model School. School feeding improves the refugee and host community school children's learning abilities and reduces the risk of drop-outs. Targeting beneficiaries has become a challenge given the popularity of the programme caused by the continued reductions of food rations by WFP. The **long-term SPA partnership programmes** with the added top-up funding allowed CDK to provide life-saving support to **76,385 individuals globally**, including 7,021 people in **Uganda**, 2,825 people in **Niger**, 30,752 people in **Lebanon**, 18,748 refugees in **Bangladesh**, 2,402 people in **Burkina Faso**, 10,094 people in **Jordan**, 1,833 people in **Myanmar**, and 2,710 in **Ukraine**.

Throughout 2023, CDK allocated **2,913,000 DKK of unallocated flexible SPA** funding to sudden onset emergencies, responding to acute crises globally. In 2023, CDK channelled flex funds to partners in **Bangladesh** and **Myanmar** in response to cyclone Mocha, in **Niger** to meet nutritional and food needs, and to **Gaza** for humanitarian needs in the ongoing Israel-Hamas war. The May 14, 2023, Cyclone Mocha, which struck between Cox's Bazar in Bangladesh and Rakhine State in Myanmar, brought heavy rain, severe winds, and flooding, causing significant devastation across the affected regions. It was one of the most powerful cyclones to impact Myanmar in recent history, exacerbating the already dire humanitarian situation in the Rakhine region, where approximately six million people need aid due to ongoing conflict and displacement. CDK utilized a cross-country response through pooled EA funding modality in each country by allocating **500,000 DKK to Caritas Bangladesh** to the worst-hit island of Saint

Martin, and **500.000 DKK to KMSS** response in Myanmar, overall reaching 4,187 individuals affected by the cyclone with Danish funding. In Niger, due to international commercial and financial sanctions on food and energy following the military coup of July 2023, CADEV responded to an acute and complex humanitarian crisis to cover basic needs of IDP's, refugee, and vulnerable host-community households facing shortage of and increasing prices on basic food items. CDK contributed with **1.900.000 DKK to CADEV** towards cash transfers via local financial institutions with whom CADEV have prior and existing experience and trust in, guaranteeing proximity, security and discretion of transfers. The activity was possible despite heavy restrictions imposed on NGO's and humanitarian organisations by the new government of Niger, signifying the effectiveness of mobilizing faith-based local actors, with CDK's contribution reaching 4,488 individuals. Lastly, CDK pooled own funds with **13.000 DKK in flex funds to Caritas Jerusalem** towards providing primary healthcare, food and hygiene kits, multi-purpose cash assistance (MPCA) to war affected people in Gaza. The EA further provided frontline staff of Caritas Jerusalem with psycho-social support, and MPCA to cope with the extremely challenging and demanding situation. CDK's contribution reached 242 war affected people.

The satisfaction rate among the surveyed individuals reached on the timeliness, appropriateness, and quality of services provided remained high in 2023. On an aggregated, average level, **the satisfaction rate for CDKs long-term SPA partner programs is 82%**. Similarly to last year's SPA Performance Reporting, GOI 1.2 remained a methodological challenge at global level. Data is missing from large numbers of people reached in Myanmar as KMSS are currently unable to conduct satisfaction monitoring exercises due to the severity of the security situation and its associated risks, further limiting access and ability to regularly review services on a planned basis. After reviewing the data received from partners, it is evident that there are several differing systems used across partnerships to monitor and report on satisfaction of support and services provided. Some have developed their own methodology, others apply ad-hoc methodologies, others more standard methods such as the Likert scale, although with varying sample sizes affecting validity and representativeness of results. As such, a pragmatic approach is taken which now aggregates percentages and calculating the average global rate across services and programmes, providing an adequate indication on the rate of satisfaction for the SPA programme globally. This as satisfaction

rates are complimented with partners submitting annual reports on Safeguarding Standards within programming.

REFLECTIONS AND LESSONS LEARNT

1. Out of the total humanitarian reach of 85,302 in 2023, 76,385 people were reached through our long-term partnerships, including Ukraine. This speaks to the effectiveness of CDK's localised support modality in relevant fragile contexts, where Danish aid is reaching those most in need in.
2. By allocating SPA flex funding (and top-up funds) to existing partnerships, CDK follow its commitment on local leadership as the ability of partners to swiftly respond to crisis is contributing to a reliable, on the ground, response where local actors gain recognition by local governments and present humanitarian stakeholders as delivering efficient, effective and sustainable programming.
3. CDK is currently considering exploring ways to standardize satisfaction rate monitoring across programmes, however this must be done with due regard to existing partner systems and practises in place for following up on people in need. Developing such a mainstreamed monitoring methodology is further part of CDK's improvement plan to increase compliance towards CHS.
4. The block-farming approach in Bidibidi is viewed as a good practice, now being replicated by other organisations present in the settlement. Farmers are organized in VSLA groups to enhance resilience and optimize the outputs of their farms. The intervention is continuously being modified and improved. E.g. the partner concluded that, where possible, the VSLA groups should be formed into sustainable cooperatives before they exit the program.

3.2.1.b Global Outcome 2

Global Outcome 2	Crisis affected people & communities are more resilient & self-reliant	Target 2022	Result 2022	Target 2023	Result 2023
GO Indicator 2.1	% of targeted households that are food secure	70%	73%	75%	83%
GO Indicator 2.2	% of targeted households with increased economic resilience and self-reliance	60%	54%	65%	86%
GO Indicator 2.3	# and examples of programme components jointly applying lifesaving and long-term development approaches	12	9	12	16

Applying a nexus approach, CDK's and its partners combined life-saving assistance with increased resilience and self-reliance of vulnerable and marginalised persons and communities, efforts were focused on increasing target HH's food security and economic resilience and self-reliance.

Within relevant partnerships, among the 11,080 households (HH) that was surveyed in 2023, **9,167 reported being food secure amounting to 83%**. Activities ranged from providing food assistance to 600 new displaced households and vulnerable host community households in **Burkina Faso**, supporting and strengthened farmer organisations, and saving-, and value chain groups in **Uganda** and **Myanmar**, improving food security, economic resilience, and self-reliance, while providing climate change adaptation support within agriculture and income diversification. Activities in **Uganda** are showing great progress, with 40 % targeted HH's having food surplus from their own harvest in Bidibidi, and 84 % (7,224 HH's out of 8,601) of farmer organisation households of UGOPAP had three meals a day with 88% being able to produce crops in two seasons a year. In **Myanmar**, 1014 out of totally 1076 assessed households were food secure. A notable result in terms of programming is the integration of ecological gardening within **Caritas Lebanon's** protection services for survivors of GBV. This initiative benefits the shelter by providing locally sourced, fresh food while also engaging residents in caring for and managing the gardens. This active engagement significantly aids their recovery from trauma by allowing them to gain valuable skills, earn cash for work (C4W), and participate meaningfully in activities that prepare them to independently re-enter society. Additionally, the SPA Top-Up grant, implemented in cooperation with Caritas Lebanon in 2023, focused on providing emergency food assistance and achieved impressive reach. It provided 5400 meals to 318 individuals and distributed 7615 food parcels to vulnerable households. However, despite these efforts, the people benefitting from the services could not be regarded as food secure, as the services primarily met basic nutritional needs.

Among the 4546 household representatives surveyed in 2023 within relevant partnerships, **3,903 reported having increased economic resilience and self-reliance, amounting to 86%**. In Bidibidi, **Uganda**, 72% out of the targeted households reported enhanced self-resilience and livelihoods, which is an increase of 40% from previous year. This despite cuts in World Food Programme rations in the area. In **Niger**, 89% of the 1,145 HH reported having increased economic resilience as registered in the post distribution monitoring survey, while all shelter residents in **Lebanon** reported that the technical skills training within sewing and agriculture, combined with the opportunities for income generating activities, increases their self-reliance. In **Bangladesh**, 99% out of 75 HH sample surveyed involved in IGAs and C4W activities experienced improved livelihoods. In **Myanmar**, 309 households from SLCCAC program and 1812 households from CS&PPM Program were provided with livestock training, vocational training and CCA/CSA training, and they have been applying the acquired knowledge to improve livelihood resilience. Moreover, individuals from the CS&PPM Program have access to affordable loans and agricultural credit from their associations, and opportunity to make use of them.

Apart from the essential humanitarian services provided in 2023, in line with CDK's focus on **nexus programming, 16 SPA programme components were jointly applying lifesaving and long-term development approaches** across six out of the seven SPA country-level partnerships. For example, in **Burkina Faso** after-school activity centres provide meals, and psychological support to traumatised children, allowing their mothers time to access markets and process/sell their produce. Women are further trained in income generating agri-business, marketing, basic household economy, small livestock production (poultry and ruminants) while being provided with start-up kits (mouton/chickens or tools). In **Jordan**, a combination of health care provision that are lifesaving and community health promotion and awareness that

are preventive aiming to have a more long-term effect at both individual and societal level. Nexus health programming in Jordan also entails combining health care with evidence-based reform work of the national health sector in general, and refugee response in particular. In **Lebanon**, partners are implementing a holistic protection programme for Syrian GBV survivors. This programme combines providing shelter, ensuring access to medical care, and offering psychosocial and legal support, while also ensuring education for accompanying children. Additionally, it provides equal opportunities for personal and economic development through livelihood activities involving skills training and income-generating activities. The aim is to promote independence and self-sufficiency, facilitating the transition to post-shelter assistance by providing women with accommodation and re-integration support. Caritas Lebanon is also an active member of several sector coordination working groups under the Lebanon Crisis Response Plan, advocating for better national protection policies and practices and contributing to effective coordination. In **Myanmar**, members of the most vulnerable families in the targeted communities of the CS&PPM programme were provided with an income from Cash4Work while engaged in repair and strengthening of local infrastructure like bridges, water reservoirs and dams to increase the communities' climate change resilience.

REFLECTIONS AND LESSONS LEARNT:

1. There is great variation across geographical locations and partners when it comes to nexus activities strengthening resilience or food security. The variation is a direct consequence of CDK and partners always planning activities in a participatory manner and with point of departure in local needs. This is a result-based approach, where local actors can conduct context appropriate activities towards reaching two clearly defined outcomes, in a "tied ends, loose means" approach.
2. Both countries in the Sahel regions have in 2023 experienced a need for adaptation and flexibility to find ways to comply with an environment of changing restrictions on aid modalities and transport (cash/vouchers/food items). Whereas long-term activities would benefit from more stable conditions, flexible services such as MPCA have can manoeuvre the shrinking space, while adoptive to the context.
3. School feeding is viewed as a good practice to improve the food security and school attendance of refugee and host community children. In three of the targeted schools in Bidibidi, Uganda, 71% learners attended all the school days of 2023. Availability of a meal at school was widely mentioned as the biggest reason that keeps learners coming to school daily. Overall enrolment at the three schools increased by 41% during the year 2023.

3.2.1.c Global Outcome 3

Global Outcome 3	Protection & social cohesion of crisis affected people & communities is improved	Target 2022	Result 2022	Target 2023	Result 2023
GO Indicator 3.1	% of target group reporting an improved feeling of safety & dignity (protection)	55%	65%	60%	63%
GO Indicator 3.2	# and examples of programme components addressing social tensions and/or building social cohesion	7	12	10	17

To reinforce and secure immediate and long-term goals, CDK and its partners are further engaging in promoting protection and social cohesion, in an **HDP-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 through a human-rights based approach. Across CDK country-level partnerships providing in protection services or strive towards increasing rights-holder feelings of safety and dignity, **63% of the 1,432 people surveyed in 2023 report an increase of safety and dignity**. It is acknowledged that this is indicator measuring self-perceptions of normative feelings, posing a methodological challenge in tracing out what fac-

tors into notions of safety and dignity. In the case of the programme in Bidibidi **Uganda** it can be useful to triangulate results with other indicators, informing results relating to personal security. E.g. while only 38 (14%) individuals out of the 254 surveyed reported an improved feeling of safety and dignity, 183 (72%) said they have good relationships with fellow refugees and host communities. Such relationships are often critical for managing and limiting inter-personal and communal tensions and conflict.

As for Global Outcome Indicator 3.2, the target of implementing 10 programme components addressing social tensions and building social cohesion were met. As 2023 programming shows, there

is a strong focus on addressing social tensions and building social cohesions across all CDK's SPA partnerships. In total **17 programme components across our seven partnerships work to address tensions or build social cohesion** according to each programme's focus and context. The continued approach to include 30% of host-communities through all country programs is an effective standard to decreasing tensions between host-communities and refugees. In **Bangladesh, Myanmar, Jordan, and Lebanon** partners work with active engagement with, and support to, both refugee and host communities to mitigate inter-communal tensions and meeting needs across stakeholder groups. In **Jordan, and Burkina Faso, and Uganda** there are activities specifically targeting youths as agents for unity and peace through engaging them in peace clubs, trainings, or involving them in broadcasting radio advocacy messages on peace and social cohesion with wide reach. In **Uganda**, the 3 school peace clubs organised in 2022 remained very active in 2023. Activities included engagement of fellow pupils in conflict prevention, resolution, and peace-building awareness by organizing regular debates, as well as music, dance, and drama. To further strengthen the clubs, the members and peer educators were trained in GBV and conflict management and resolution, peace, mediation skills and children's rights. A non-SPA funded study conducted assessed the peace-building activities within CDK Uganda partnerships in 2023. Also, Caritas Uganda led a national dialogue on conflict resolution in South Sudan. The Mamans Lumière in **Niger** continues to create links and attendance in health and vaccination campaigns to marginalised people with little or no contact to the authorities, creating trust and better outreach of activities.

REFLECTIONS AND LESSONS LEARNT:

1. A central finding from the study of Caritas Uganda's peacebuilding activities in Bidbidi points to resource scarcity as the biggest challenge to the peaceful coexistence between refugees and host communities. And despite efforts, the situation remains fragile given the expected increased resource scarcity, may cause more competition and hostility from a long-term perspective. Following the study's recommendations, CDK and Caritas Uganda will follow the dynamics between the groups with a special regard to the consequences of the decreasing resources.
2. In 2023, Caritas Uganda initiated numerous activities in preventing conflict prior to the 2024 presidential elections in South Sudan. This included the organization of a high-level national dialogue on conflict resolution bringing together

religious leaders, including the Archbishop John Baptist Odama of the Archdiocese of Gulu, to discuss peaceful and democratic elections. As such, being faith-based organisations, CDK's partners enjoy a special access and influence regarding peaceful coexistence and conflict prevention.

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

Through Global Goal 2, CDK and its partners strive to 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 SPA Strategic Priority SPI.

CDK's SPA programme has continued to contribute **to a diversified and legitimate civil society, engaged on issues of relevance to them**. In 2023, **371,796 people** were **organised in democratic and accountable collectives**, such as farmer cooperatives, national advocacy platforms, saving-, lending-, value chain-, peace-, and community groups. Local partners and rightsholders were **actively engaged with local and national duty bearers and stakeholders**, conducting a multitude of initiatives **voicing the interest of community members** at local and national level. Although no major policy changes with demonstratable links to programme activities were seen in 2023, country-programmes have been successful in influencing changes to, and safeguarding of, norms and practices on multiple levels.

CDK's local partners have contributed to **poor and vulnerable communities becoming more climate resilient and enjoy improved livelihoods** throughout 2023. Despite facing some challenges in Niger and Burkina Faso, **8,520 HH added at least one new climate or environmentally smart technique or practice** in support of resilience and self-reliance across programmes. There are ample examples of **green innovations or initiatives promoting climate resilience and improved livelihoods**. In Bangladesh, rights-holders and local partners are actively engaging to innovate green practices within shelter and camp management the Rohingya refugee camp, while the School Climate Change Adaptation and Learning centre in Uganda has made extraordinary progress in just one year, providing

practical environmental and ecological learning opportunities and locally sourced food, serving as a lodestar for the community and beyond.

Through **empowering 99.464 women** economically, socially or politically, promoting **meaning-**

ful participation and inclusion of youth across programmes, and reaching around **690.166 rights-holders** with rights-awareness information, the **rights, potentials, & influence of vulnerable groups have significantly been strengthened across programmes** in 2023 as compared to 2022.

3.2.2.a Global Outcome 4

Global Outcome 4	A diversified & legitimate civil society is engaged on issues of relevance to them	Target 2022	Result 2022	Target 2023	Result 2023
GO Indicator 4.1	# of people organised in democratic & accountable collectives	20.000	366.223	365.000	371.796
GO Indicator 4.2	# and examples of initiatives voicing the interests of community members at local community or national level	325	298	350	404
GO Indicator 4.3	# and examples of changes to policies, practices or norms that have demonstratable links to the activities of CDK, local partners and target groups	3	15	15	14

In Uganda, Burkina Faso, Niger, and Myanmar in 2023, **370,938 individuals** continued to form, mobilize, and participate in **democratic and accountable collectives and organisations** dedicated to enhancing rights-holders resilience and self-reliance as well as promoting social cohesion and addressing communities' needs. Initiatives have taken various forms. In **Uganda** 366.862 rights-holders are members of two national advocacy platforms (Ugandan Farmers Common Voice Platform or National Youth Advocacy Platform) and members in farmer organisations who engage with duty bearers at various levels promoting issues of relevance to them and their communities. From these, 108 persons are engaged in the 3 school peace clubs preventing conflicts and raising awareness about GBV. In **Niger**, 727 women and 16 men are engaged in saving and loan groups while 15 youth have formed and initiated peace clubs. 100 youth were foreseen to be included in the activity, but both the local security situation with imposed restrictions and budget led to reduction and only include five members of each social segment (host community, refugees and IDP's). In **Burkina Faso**, 15 Savings and Loan groups with 195 members and 15 peace clubs with 225 members are active, while 2.661 rights-holder in **Myanmar** are members of savings groups and 1.094 within value chain groups.

Various initiatives and advocacy efforts have been carried out to **voice the interest of community members at local, community or national level**. In total, **404 initiatives** were voiced in 2023, comprising of various advocacy messages, claims, inputs to policy and practice processes, reports, meetings, dialogue sessions, or other ways CDK's SPA partners or right-holder groups engage to claim or safe-

guard rights, advocate for change or engage with various government or non-state duty bearers. The partnerships in Uganda and Lebanon are highly active on this front. Caritas Lebanon is an active member of more than 15 task forces and groups at both the regional and national levels, promoting women's rights within various thematic areas, with a specific focus on protection issues. In the Working Group for Mental Health Caritas Lebanon introduced a study titled "An Exploration of the Mental Health and Suicide Risks of Migrant Domestic Workers and a Call for Policy Reform" and launched an awareness campaign titled "Don't Look Away, Speak Up Against Human Trafficking" in coordination with the General Directorate of the Internal Security Forces of Lebanon. In Uganda 58 advocacy issues was presented by farmer organisations to subcounty and districts. Local partners collaborated with other CSOs to develop a CSO position paper which was presented to the Parliamentary Committee on Natural resources, Environment, Climate change, Land and Water Resources Management voicing the inadequate financing for the climate change interventions where the CSOs proposed an increment in the budget of at least UGX 30 billion (roughly 56.049.000 DKK) to cater for restoration of the environment through tree planting and operationalization of the National Environmental Fund. Caritas Jordan with its extensive experience from the health sector has continued to engage constructively with the Ministry of Health (MoH) throughout the year emphasizing the shift to Primary Health Care, Non-Communicable Disease prevention and management and Community Health programming.

While recognizing that changes in regional or national policies takes long-term commitment, 2023

saw no major changes on policy level from CDK's SPA partners engagement. However, **14 changes in practices and norms** that have demonstrable links to the activities of CDK, and its local partners were recorded. They range from practises of SPA partners themselves, duty bearers or actors within the humanitarian sector at country level. In **Jordan**, the MoH developed a new National Health Strategy 2023–25, although without any direct input from any national NGOs, its scope and focus now are more in line with what Caritas Jordan have been advocating to the ministry for several years. In **Uganda**, some notable examples from 2023 show the results of continued engagement to holding duty bearers accountable, the Office of the Prime Minister has committed to drilling a borehole responding to a request made by Caritas Uganda, engagements conducted by farmers in 2022 and followed up during 2023, resulted in opening up of three feeder roads and restoring 3 bore holes, and

local key stakeholder meetings at local partner's district headquarters were land owners confirmed their commitment to support land use agreements to land-less refugees.

REFLECTIONS AND LESSONS LEARNT:

1. As part of global indicator 4.3, it is important to recognize that policy changes are complex change processes which takes considerable efforts and time to mature and materialize. For CDK, furthering change of practice and norms are important preconditions to influence policy change and to legitimize the actions of civil society. This further includes changes in the practice of partners and other stakeholders to advocate or develop buy-in for such change. Although no policy level changes were recorded in 2023, several results are visible which are favourable to influence positive policy-level change going forward.

3.2.2.b Global Outcome 5

Global Outcome 5	Poor & vulnerable communities are organised, climate resilient & enjoy improved livelihoods	Target 2022	Result 2022	Target 2023	Result 2023
GO Indicator 5.1	# of targeted households who added at least one new climate and/or environmentally smart technique and/or practice in support of resilience and self-reliance.	5000	7.386	5.000	8.520
GO Indicator 5.2	# and examples of green innovations and/or initiatives promoting climate resilience and improved livelihoods	60%	No data	5	13

Various efforts to promote **climate resilience and adaptations** are promoted throughout the program. In 2023, **8.520 HH added at least one new climate or environmentally smart technique or practice** in support of resilience and self-reliance. In **Uganda**, for CDK's partnership in Bidibidi, 225 of the 750 targeted HH made use of agricultural technologies such as solar dryers, and tarpaulin for post-harvest handling, and improved seeds to increase crop yields. However, there was a challenge with only 2 tarpaulins provided per group, imposing difficulties of participants to use them at the same time. Additionally, the access to the community solar dryer is also limited for some HH due to long distances. An upscaling of these activities will be introduced in 2024. Additionally, the solar-driven, clean cooking facility initiated within CDK's partnership in Uganda, called ECOCA, has allowed 135 HH who purchased a unit to prepare meals without health risks. The initiative enhanced the Bidibidi Refugee Settlement's domestic production of the ECOCA solar cooker by ensuring that technicians visited the beneficiaries to fix any issues they might be experiencing with technology. For CDK's development programme with UGOPAP Uganda, 89%

(7654 out of 8601 HH's) of farmer households are practicing at least five sustainable agricultural techniques. These practices contribute to environmental sustainability, resilience, and increased productivity. Crop rotation is becoming more popular because it breaks cycles of pest and disease, improves soil fertility, and enhances biodiversity.

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. In **Niger**, piloting new practises for 100 HH are facing challenges. Off-ground vegetable cultivation was not carried out due to poor results in 2022, negatively impacting participants' interest in such techniques. Testing solar panel pumps for on-farm irrigation system is still in its demonstration phase with results not yet registered. In **Burkina Faso**, 80 female households' recipients have been trained in small-scale gardening, receiving start-up kits for production. However, lack of land title and water access is posing challenges to participants. In **Myanmar**, 756 farmer HH have been engaging in making and using organic fertilizers and pesticides, reducing

chemical fertilizer use, improving soil conservation practices, applying post-harvesting.

There were **13** recorded examples of **green innovations and/or initiatives promoting climate resilience and improved livelihoods**. Those most notable include the actions of four community committees in the Rohingya refugee camp in Cox’s Bazar in **Bangladesh**, developed plans and proposed infrastructure measurement to address them, including local waste management. Based on the plans, a joint needs assessment was conducted to identify site improvement. As part of this effort, Caritas Bangladesh’s shelter team carried out site improvements, benefitting a total of 529 households. Additionally, Caritas Bangladesh is piloting a demo shelter construction in which innovative ideas are tested, such as non-flammable wall-making for the kitchen area, covering doors and windows with waste tarpaulin, making blocks using lime/cement, sand, and waste bamboo chips, and creating ventilators using waste bamboo. In **Uganda**, the School Climate Change Adaptation and Learning centre has reached overall 1,590 people comprised of pupils, teachers, parents, and community members. School pupils have attained practical knowledge on several climate adaptation and mitigation practices like tree planting, with 1,000 woodlots have been planted so far, and which have been replicated at their homes. WASH facility establishment has promoted good sanitation and hygienic practices amongst the children including others near the school community. The Solar powered-water system with an irrigation sprinkler

has enhanced crop production and productivity at the demonstration gardens, creating a reliable supply of nutritious food for the school community throughout the year e.g. 1 acre of planted maize produced 1.800 tons of harvest produce. A suitable sustainability plan for the learning centre was instituted using a separate school garden with approximately 3 acres of land having 700 coffee trees and 200 banana plants. Coffee and banana sales on maturity are expected to generate revenues that will sustain the learning centre. In just a year, the centre has already become an integrated learning platform and innovation hub in the community.

REFLECTIONS AND LESSONS LEARNT:

1. CDK’s experience with cooperating with partners to introduce innovative techniques and climate or environmentally smart technique, and green innovations, have shown that while the potential for impact is great, it requires detailed programming to account for context-specific socio-economic factors, and local knowledge and practice, to ensure its utilisation and to avoid technical quick fixes. CDK is expecting to continue to harness results as the programme continues.
2. A lesson learned from Niger is that vegetable production as income generating activity require strong skills and attention over time in addition to introducing new innovative methods. Based on cost/benefit, market opportunities evaluation in 2024 alternative activities will be initiated. Re-orienting to shorter time-horizon, manageable external factors (quick and less risky) and closer to households.

3.2.2.c Global Outcome 6

Global Outcome 6	Rights, potentials, & influence of vulnerable groups have been strengthened	Target 2022	Result 2022	Target 2023	Result 2023
GO Indicator 6.1	# of women economically, socially and/or politically empowered	10.000	2.337	15.000	99.464
GO Indicator 6.2 *	# of examples of vulnerable youth actively engaged in programme implementation and/or community/ societal development	2.000	141.211	5	8
GO Indicator 6.3	# of rights holders provided with rights awareness information	10.000	304.554	12.500	690.166

* GOI 6.2 updated in 2024, in 2022 it measured # of young people actively engaged in the implementation of projects, therefore 2022 data does not correlate with 2023 data

Under Global Outcome 6, the rights and influence of groups facing vulnerability, particularly women and youth, are promoted. Gender mainstreaming is continued as a key focus area across country programs, with special attention given to women’s empowerment in most programs. In Uganda, the program encourages active participation in farmer

organisations and women account for 44% of the members while 33% of decision-making positions are held by women. Overall, the program reported **99.464 women being economically, socially or politically empowered in 2023**. The large increase from 2022 is rooted in last year’s lack of data on the farmer organisations in Uganda. This year the

Ugandan partners reported the impressive result of 95,879 women empowered through economic gain, skill improvement or representation on leadership bodies. However, 46% of women practicing agricultural enterprises within the programme have the rights over resources. In the humanitarian programme in Bidibidi, 277 women reported being self-reliant. 316 women have benefited from saving and lending groups in **Burkina Faso**, and 727 in **Niger** with 100 women receiving training in agricultural practises. In **Myanmar**, 2,071 women who are being involved in saving activities, have adopted saving and bookkeeping practice, gaining the opportunity to get loans for overcoming household's needs, build trust among members, improve social cohesion and teamwork, apply the knowledge received from various trainings to improve livelihoods resilience, and manage household's income and expenditure. In **Lebanon**, highly marginalized women living vulnerable lives as survivors of GBV, receive comprehensive care and assistance, gaining valuable technical skills and cash through IGAs. In 2023, 6 families transitioned into post-shelter care, and are now independently able to live a life in dignity and safety outside the shelter.

8 examples of vulnerable youth actively engaged in programme implementation and/or community/societal development were recorded in 2023, promoting meaningful participation and inclusion of youth across programmes. In **Jordan** young individuals have actively participated in discussions, workshops, and awareness sessions organized to address the positive and negative effects of social media on mental health, online safety, and digital literacy. social cohesion. In **Burkina Faso**, youth are engaged within activities relating to Youth ambassador clubs, youth centres and after school activities. Vocational training for young women and men (tailoring, welding, mechanics) with diploma and starting kits continued in 2023. In **Myanmar**, 153 youth participated in the programme and have been involved in leadership, mobilization, networking, documentation and supporting the elderly people as necessary in their group's activities.

The 2023 CDK SPA programmatic years saw a tremendous increase in the number **of rights-holders receiving rights awareness information**, reaching a calculation of **690.166 people in total**. This stems from the fact that data in 2022 was missing from activities targeting farmer organisations in Uganda, reaching 368,050 individuals in 2023, and partners in Burkina Faso conducting two radio programmes on social cohesion with nine transmissions (1 with young ambassadors and 1 with the members of peace and dialogue members) in Ouahigouya, Dédougou and Tougan with an estimated reach of

300,000 unique listeners. In terms of more sustainable results for Burkina Faso is the work on promoting the importance of civil documents, where 900 individuals were provided with civil status, birth certificates and National ID cards. Noteworthy is also the work conducted in **Jordan**, where Caritas Jordan collaborated with key national health actors on four main awareness raising campaigns and community outreach activities with the objective of reducing NCDs risk factors and creating awareness of maternal and neonatal health promotion. The campaigns reached 18,853 rights-holders across Jordan and provided rights-holders with access to health information making them aware of their right to a healthy life, despite their vulnerable situation.

Reflections and lessons learnt:

1. Our data collected on women's empowerment is often related to economic empowerment which is a notable achievement in its own right. However, in qualitative interviews with target groups during monitoring visits, some women also describe how their economic empowerment has led to some social and political empowerment. It has let them to take a leadership position in the local cooperative or user committee. CDK and partners could probe further into these dynamics.

3.2.3 GLOBAL GOAL 3 – BUILD GLOBAL SOLIDARITY

CDK continued to **build global solidarity** and advance **global and local connectedness and coordination** by amplifying the voices of the poor through coordinated communication, public education, and campaigning. Target groups in Denmark have been informed on and engaged in activities for social transformation, global solidarity, and care for our common good globally, nationally, and locally. CDK have engaged and informed various demographic segments through book clubs, Danish school engagement, and producing a popular podcast with wide national reach. Several activities in 2023 facilitated by CDK as part of the joint Caritas Internationalis campaign *Together We* for global solidarity, linked youths in Denmark to a global campaign initiative with their messages to leaders and decision-makers on how we can care for the climate and our common home together.

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 with engagement and input on priorities via Caritas Europa working groups to the new CC Strategic Framework 2024– 2030 – One Human

Family, One Common Home, adopted in 2023. CDK further continued participation in the CI Humanitarian Policy Task Force, CDK contributed to various working groups through its membership in the Caritas Europa Secretariat, including the Humanitarian Working Group, International Directors Group, Communication Working Group and ECHO working group.

Global Goal 3 is well aligned with the strategic priority area SP1 (Democratic values and 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.

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 2022	Results 2022	Target 2023	Results 2023
GOI 7.1	# Caritas Book Clubs are active debating issues on Climate & Green, Fragile Contexts/Displacement, & Human rights	10	9	25	3
GOI 7.2	# of activities facilitated by CDK as part of the joint Caritas Internationalis campaign CI Together We for global solidarity	4	2	4	78
GOI 7.3	# of schools that have participated in activities with a focus on Climate & Green, Fragile Contexts/Displacement, & Human rights	12	17	20	21
GOI 7.4	# of downloads of CDK's podcast annually	5000	11.498	16.500	21.992

CDK's **Book Club continued in 2023 with three** pop-up book clubs where one book is discussed which touches upon themes that are relevant to CDK's development work and the SDG's, e.g. migration, climate change and global solidarity and connectedness. Additionally, Caritas Book Clubs with a reading list of three books circling the subject of refugees and forced migrations – one being *Sea Prayer* by Khaled Hosseini – were also active at Tårnby Hovedbibliotek and Østerbro Bibliotekerne. The **book clubs are still active**, but a lesson learnt is that it is difficult to get information from the libraries about the number of active book clubs and participants, making it difficult to monitor both reach and impact. The book clubs are held in the libraries but are organized by the members themselves – not by the librarians.

Since 2012, CDK has had an ongoing public fundraising campaign in collaboration with FAKS – The Association of the 22 Catholic Schools in Denmark. Since 2018 CDK has focused on strengthening the engagement of students, teacher and parents of the 22 school in activities that are not related to fundraising. In 2023 CDK's Secretary General visited different schools and presented CDK's SPA funded activities in Bangladesh to more than 2000 students and their families. In 2023 CDK also worked with Niels Steensen Grundskole og Gym-

nasium (NSG) to organise a "Walk in the Shoes of Refugees" campaign, where students walked The Amarrino while facing different challenges and dilemmas related to migration to discuss on their way. The walk was covered by Kristeligt Dagblad. CDK also partnered with NSG on a Globuspulje application that was granted in 2023. The grant gave the students of class 9.C a chance to travel to Uganda and meet with Ugandan youth to exchange thoughts and concerns about issues related to Climate Change and participate in hands-on activities related to sustainability and climate. Upon returning the students shared and presented their experiences to 2025 students – equivalent of 78 full classes. At the end of each presentation the students were asked to write a letter with a message to leaders and decision-makers on how we can care for the climate and our common home together. The digital letters are a part of Caritas Internationalis' global campaign Together We and will be displayed in Rome in the Vatican together with letters from people around the world. A five-episode podcast about the Globus Project was also produced. As of early June 2024, that podcast had 16.771 downloads and views (on YouTube). CDK's podcast "Jeg har set verden styrte i grus" was the main IPE engagement activity in 2023. The podcast continued to highlight relevant development issues through personal and relat-

able storytelling from countries such as Bangladesh, Lebanon, Myanmar and Israel/Gaza. Since the launch of the podcast in 2022 a total of 25 episodes have been aired with more than 40.000 downloads. The **podcast had 21.992 downloads in 2023**, thus reaching some 5000 downloads more than the target set for 2023. The podcast was nominated for in Prix Audio in the category Årets Branded Content. CDK also supported ADRA Denmark helping them get their podcast highlighted on Apple Podcast.

Additionally, CDK participated in debates about the war in Ukraine and on the role of faith-based organization in climate actions at **Folkemødet**

2023. CDK also supported a Climate Partnership project about how private partners and NGOs together can contribute to innovative climate solutions in developing countries. CDK prioritizes collaboration between SPA partners and are happy to be represented in the Working Group for a new joint SPA engagement activity under the Danish MFA.

REFLECTIONS AND LESSONS LEARNT

1. CDK has chosen to use more resources on engaging schools and building on the success of the Podcast and less on the Book Clubs within its IPE work, providing greater efficiency, effectiveness and easier monitoring

3.2.3.b Global Outcome 8

Global Outcome 8	CI has engaged with a strong global voice on CDK policy priorities	Target 2022	Result 2022	Target 2023	Result 2023
GO Indicator 8.1	# and examples of policy engagements by CI on local leadership, gender and nexus agendas	2	2	2	2
GO Indicator 8.2	# and examples of changes to policies in CI and the Caritas Confederation	1	2	1	4

By far the most important result in 2023 under Outcome 8 is the adoption of the new **“Confederation Strategic Framework 2024– 2030 – One Human Family, One Common Home.** The strategy was adopted at Caritas General Assembly 11-16 May 2023 in Rome, where CDK secretary general and the head of international department actively

participated along with participants from the other 161 Caritas Confederation members. Prior to the General Assembly, CDK had been deeply engaged in providing input on priorities via Caritas Europa working groups. Along with likeminded sister organizations, CDK’s successful footprint on the strategy is reflected in:

- Applying Core Humanitarian Standards (CHS) as specifically mentioned in an outcome on the CI Strategic Orientation 2
- Local leadership and direct links to principles on subsidiarity and fraternal cooperation is a cross cutting but very prevailing priority
- Promotion of leadership and participation of women across the Confederation is stated in the CI Strategic Orientation 4
- The CI Management Standards are accepted as a key starting point for organizational development and capacity strengthening.

As for the importance of addressing climate change, it is reflected with slightly different wording but not essence in the strategy, referring to the two encyclicals of Pope Francis – Laudato Si and Laudato Deum. Caritas Internationalis was also present and active during COP28. Lastly, for the HDP Nexus approach, a key priority in the Caritas Europa Humanitarian Working group, where CDK continue to active and sharing rather advanced reflections and examples of good practices gained in Global Fokus in Denmark with European sister organisations. In support of rolling out of the CI Strategy across 162 members globally, a number of smaller Committees (16 members only) were formed in late 2023. CDK has been awarded seats in both the CI Humanitarian Committee and in the Communications and Fundraising Committee. This a unique opportunity for influencing the continued strategic direction of the second largest humanitarian network in the world.

In 2023, CDK further continued participation 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, ICVA, and making statements in Human Rights Council (HRC) sessions. Advocacy on humanitarian access and peace messaging was debated in the task force in late 2023 even though it was impossible to find consensus on strong messages across the confederation. CDK facilitated Caritas Uganda's participation in panel debate on clean cooking at the 2023 Global Refugee Forum.

CDK contributed to various working groups through its membership in the Caritas Europa Secretariat, including the Humanitarian Working Group, International Directors Group and ECHO working group. Towards the end of the year, CDK with point of departure in its partnership with Caritas organizations in Lebanon, Jordan and Jerusalem started engaging in CI policy discussions within the confederation emphasizing a strong peace message. Finally, CDK is a Charter4Change signatory and participated and shared its practice and experience on local leadership in the C4C network. Again in 2023, CDK provided financial assistance to the C4C Secretariat hosted by Community Empowerment for Rural Development (CEFORD) in Uganda.

REFLECTIONS AND LESSONS LEARNT

1. The resources, in terms of time invested, to influence the new Caritas Confederation Strategy paid off as CDK's key priorities are now better reflected. However, there is still a huge task ahead to secure its implementation. The CDK member-

ship in the small but influential CI Humanitarian Committee may further facilitate this.

2. CDK continue to reflect on how to measure our level of contribution to global policy change as we understand 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 continued to strive towards enhancing the effectiveness of the CC by applying a systematic approach to strengthen partners' capacities. CDK promotes partners to design and deliver people-centred programs in compliance with CI Management Standards (CIMS) and Core Humanitarian Standards (CHS) while focusing on partners financial sustainability and capacities to influence through advocacy under Outcome 10. In 2023, all CDK's partners actively worked on improving their accountability standards using the CIMS framework. CDK's standard to allocate minimum 2% of funds annually partners in the multi-year budgets for capacity building and sharing, continue to serve its purpose to enhance partners level of compliance with international standards of relevance to them and their operations. As such, **local partners can design, manage and deliver effective people centred quality programmes in compliance with CIMS and CHS**. Country-level SPA partnerships were all implemented utilizing participatory approaches across the programme cycle management. By mainstreaming CIMS and CHS across country programmes, **Participation, Accountability, Non-discrimination and Transparency (PANT)** and **HBRA** principles are addressed in a systematic way on organisational level. Working to strengthen partners' alignment with accountability standards is also a means to support partners to attract new funding thereby promoting sustainability of local partners. CDK enhanced its efforts in 2023, developing **17 new funding opportunities** in cooperation with its local SPA partners for both institutional and private donors. Importantly, CDK continued to advocate for our partners to take up leadership within new development and humanitarian initiatives and on national humanitarian coordination, contributing towards **local partners being sustainable, influential and taking leadership in principled humanitarian and development assistance**.

CDK's efforts to strengthen the Caritas Confederation 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, work-

ing within human rights and climate and green solutions, and is subsequently contributing to all strategic priority areas (SPI-3). Further, applying a HRBA, promoting participation and non-discrimination, fosters inclusion and human rights, contrib-

uting 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.

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 2022	Result 2022	Target 2023	Result 2023
GO Indicator 9.1	% of local partners progressing to comply with CIMS and/or CHS	100%	100%	100%	100%
GO Indicator 9.2*	% of country partners applying participatory programme cycle management	80%	100%	85%	95%

*Updated GOI 9.2, previously it assessed % of projects designed based on needs identified by communities and targeted populations, therefore data from 2022 does not correlate with 2023 results.

To strengthen local partners' organisational capacity and ensure accountability, CDK and its partners prioritise compliance with the Caritas Internationalis Management Standards (CIMS) and the Core Humanitarian Standard (CHS) within SPA country-level programmes. CIMS comprises of five standards regarding Caritas organisations' bylaws and ethical codes, governance and organisation, finance and accountability, stakeholder involvement, and safeguarding. Although not all partners of CDK are CIMOs, they explicitly recognize the value of CIMS and actively engage with its elements. Several partners have conducted CIMS assessments in the SPA period, however CDK and its partners are continuing to work towards transparency and openness in sharing the results of such assessment. CDK has taken an active first step in sharing its assessment with partners while advocating for sharing assessment outcomes and use recommendations to garner capacity building support among donors and partners. Throughout 2023, **all partners within CDK's SPA programme are progressing to comply with CIMS or CHS standards.** While showing progress, results vary across partnerships. CDK's commitment to allocate at least 2% of annual partnership budgets to capacity sharing activities have proven to be an effective way of supporting partners in their multi-year efforts to progress towards strengthening the compliance with standards and strengthen their organisational development. In 2023, the actual budget percentage allocated was 5%.

Transparency and accountability are core elements of the CIMS which are promoted through CDKs SPA programmes. The CIMS and CHS, are

mainstreamed across CDK's partnerships. CIMS are well-aligned with the principles of HRBA and provide CDK and its local partners with jointly agreed standards and principles to work with, and strengthen **Participation, Accountability, Non-discrimination and Transparency (PANT)** principles and approaches. Specifically, CIMS ensures that: Human Rights and related international conventions serve as reference in partners' fundamental texts; Code of Ethics and a Code of Conduct are consistent; Organizational leadership commit to the principles of equality, non-discrimination and diversity at all levels; Complaints handling procedures for staff, participants and other stakeholders are in place and applied; Documented and if relevant enforced whistle-blower policy that protect whistle-blowers; Projects are implemented with the active involvement of the communities, using sound planning and result monitoring, with accountability to stakeholders; Systematic and transparent accountability mechanisms to the communities we serves; adherence to the CI's Children and Vulnerable Adults Safeguarding Policy; Clear and transparent system to prevent, address and respond to safeguarding concerns; Organizations communicates in transparent way with stakeholders about its work and performance; Organizations engages in national and international advocacy within the limits established by the competent ecclesiastic authority; and participation and involvement of grassroots and Parish communities.

Additionally, for the second year, CDK has financially supported Caritas Africa's safeguarding project aiming at developing a more gender balanced management in African CIMOS and helping them

to reach their goals in term of compliance with the 5th CIMS on Safeguarding. CDK’s involvement in helping other CI member organisations towards CIMS compliance, has led CDK’s accountability coordinator to become CIMS assessor for the Confederation on behalf of CI. The role comprises an annual assessment of another CIMO on their CIMS journey and compliance, giving recommendations for improvement.

In 2023, **all partners utilized participatory programme cycle management** components showcasing adherence to key principle’s within HRBA. The participatory approach of SPA county-programmes’ implementation was assessed within five management aspects: planning and design, implementation, monitoring and evaluation, learning and adaptation, and inclusivity and equity. While no explicit participatory approaches were recorded within planning and design for Caritas Jordan, CDK know from our long-term partnership with them and from 2022 reporting that such approaches are systematically used. Similarly, no recordings of participatory learning and adaptations were explicitly recorded by KMSS Myanmar

and UGOPAP Uganda, however these are well established partnerships who regularly engage with their targeted communities to draw learnings and adopt programming to their needs.

REFLECTIONS AND LESSONS LEARNT

1. Being bound together in the Caritas Confederation, not only by common values and strategic framework, but also by commitment to common CIMS has proven for CDK to be an advantage when planning with partners what kind of capacity development to prioritise (minimum 2% in budget). We do not “start from scratch” and often partners chose a combination of CIMS related capacity development in combination with either something more strategi or technical.
2. Having CDK’s Accountability Coordinator certified as a CIMS assessor for the Caritas Confederation allows CDK to influence the organisational development of the larger confederation. However, this influence mostly extends to CIMOs, as there is varying level of capacity and autonomy between national and diocesan level Caritas.

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 2022	Result 2022	Target 2023	Result 2023
GO Indicator 10.1	# and examples opportunities developed for local partners’ resource mobilisation and financial sustainability	0	0	2	17
GO Indicator 10.2*	The average of partners’ self-assessed perception of their advocacy capacities on a scale from 1-4, where 4 represents high capacity.	0	N/A	2	2.75

*GOI 10.2 updated, previously monitored # of partners who report increased influence on policy development at international, national and local levels

CDK increased its efforts in relation to creating **opportunities for local partners’ resource mobilization and financial sustainability resulting in 17 opportunities recorded** in 2023. This was in line with CDK’s Fundraising plan. CDK facilitated consultations and project development workshops, aided partners in developing key project documents submitting concepts and full applications to donors including EuropeAid, ECHO, MoFA Neighbourhood programme (Naboskabsprogram), and Novo Nordisk Foundation. CDK remained committed to putting its partners in the driver seat and encouraged partners to be lead applicant or sole applicants when feasible or of benefit to them. Challenges and obstacles encountered included lack of CDK office presence in country of implementation ei-

ther as a requirement or a in the form of CDK staff on the ground to network and dialogue with decision makers. CDK local Caritas partner staff were not necessarily recognised in this regard. Another obstacle was related to the national registration of some Caritas partners as part of the Catholic Church in the country rather than a charity or civil society organisation. This varies greatly from country to country in accordance with national legislation. Finally, the trend of increasing larger contracts to fewer actors, was a challenge to CDK and partners that could not absorb huge funding. While some of the fundraising or project development processes were abandoned or aborted, the level of effort shows CDK commitment to increasing and diversifying its funding base in cooperation with

its partners. This increased effort was well aligned with CDK 2023 organizational goals for the international work (see section 1.3).

Regarding the second organisational capacity focus of Outcome 10, 2023 was the first year monitoring local partners' self-assessed advocacy capacity, and **although data only exists for Jordan and Lebanon with an average between the two of 2.75 out of 4**, it provides sufficient monitoring insights to bring advocacy on the agenda within the relevant partnerships. This will be followed up during 2024 through CDK's SPA-partnerships, accordingly, regularly discussed in our Annual Partnership Dialogues with SPA partners.

REFLECTIONS AND LESSONS LEARNT

1. On programme level, CDK has taken active steps in systematising the strategic focus, learning, and effectiveness in fundraising activities introducing a Go or No-go Tool to ease screening processes, communication with and selection of partners, and better document learnings from fundraising activities.
2. To qualify for and win larger agreements, CDK has introduced to its partners the idea of consortium formation with likeminded organisations but with different technical competences or added values.
3. CDK is still fully committed to its modality where we do not deploy CDK staff in country of engagement. This is in line with our strong commitment on local leadership it has proven also to be a cost-effective modality as funding transferred to the Global South is spent by partners and communities as compared to financing salaries and office costs of internationals.

3.4 PROGRAMMATIC APPROACHES AND STRATEGIC PRIORITIES – THIS YEAR'S FOCUS: LOCAL LEADERSHIP

In 2023 CDK worked actively to promote local leadership at partner level and global level from Denmark governed by the implementation of the CDK Local Leadership Strategy (LLS). CDK has actively participated in relevant seminars and working groups in Denmark, such as Conducive Space for Peace's workshop "Peer to Peer Learning from Denmark on Localisation Strategies" in March 2024, and participation in Globalt Fokus' Working Group on Supporting Local Leadership, and the Caritas Europa Local Leadership Focal Points Group. Finally, CDK have in numerous occasions in the CI network been asked to present both the LLS and share practice of the implementation including targets for core cost and capacity development. CDK's

experience and approach to partnership is in line with the CI subsidiarity and partnership principles and was given a prevalent position during the deliberations at the CI General Assembly in May 2023 and it is visible in the final Strategic Framework 2024-2030. In 2023, **5% of the total SPA funding allocated to CDK's local partners was spent on the partners' capacity development**, which is above CDK's LLS target on minimum 2%. In line with the Grand Bargain, CDK's commitment as a signatory to C4C included **support to the C4C Secretariat in 2023** with SPA flexible funds. Other examples of CDK fulfilling the C4C commitments were the publication of percentages going to local and national partners (in IATI and public accounts), and **advocacy to the Danish MoFA to make working through local and national actors' part of their criteria for assessing framework partners, and calls for proposals**, such as the Uganda Refugee Resilience Initiative (URRI) call in Uganda, and the call for strengthening civil society in Ukraine. Furthermore, in 2023 CDK continued the efforts on the CIMS rollout in all partnerships to ensure that support to organizational and capacity development plan is in line with partners' CIMS improvement plans or other identified needs, e.g. supporting the **development of a strategic plan in Caritas Jordan**, which came to be highly relevant in a time of war in the region, where Caritas Jordan had to act as a local leader by arranging regional meetings and coordinating efforts. CDK also supported **Caritas Africa's work on safeguarding** in 2023, and CDK will largen its support to regional Caritas secretariats in 2024. Furthermore, CDK has worked with its partners to unfold the principles of the Framework Partnership Agreements and LLS. Advancing the local leadership agenda in each partnership takes the specific context and partner organization as a point of departure.

To strengthen CDK's partnerships with partner organisations in the seven partner countries, CDK management chose a more formalised bi-lateral dialogue model between CDK and the partners named **Annual Partnership Dialogue (APD)**. It serves as an effective method and tool to go beyond day-to-day programmatic challenges and management and focus solely on the quality of the partnerships and how to strengthen local leadership. A pilot tool was developed based on CDK's learnings from its participation in Danish capacity building networks regarding localisation. This pilot format for the ADP was tested together with Caritas Burkina Faso and later revised, and eventually used in five out of our seven partnerships in 2023. The APD was not conducted with Ugandan partners in 2023 due to the organisational structure of the Uganda programme being

thoroughly restructured, leading to doubts as to who should participate and represent partners in the dialogue during this interim phase. In Niger, the local partner requested CDK to prioritise supporting them in institutionalising a Niger country forum for all their CIMO partners to improve dialogue and accountability, thus postponing the APD till 2024. There are several examples of issues that were brought up and handled by the partners in the first ADPs in 2023. CDK suggested to Caritas Bangladesh that to increase transparency, CDK could share with them an overview of the entire FPA budget for Bangladesh, which the partner welcomed, and CDK subsequently did. CDK agreed with KMSS Myanmar that in case they need financial support for organising the next Partners' Meeting in 2023, KMSS should send a draft budget and financing proposal to CDK before 1st August 2023. CDK and Caritas Jordan agreed that they both would share their respective CIMS improvement plans with each other for improved transparency and room for accompaniment. CDK and Caritas Lebanon agreed to set up a specific meeting regarding CL's advocacy plans and capacities, exploring funding opportunities and possible technical support from CDK. CDK and OCADES Burkina Faso agreed on a viable hand-over plan following the resignation of a key member of OCADES staff.

In 2022, CDK presented its LLS to local partners during a series of kick-off meetings where partners had the possibility to comment on and ask questions about the strategy. As a finalized LLS was part of the mandatory documents for the SPA submission and following scoring, CDK did not at that time prioritize the time needed to include partners in the design and development of the LLS. However, CDK's partnership and local leadership focal points did a preliminary draft which was discussed and adjusted by the rest of the international team, and this approach ensured to some extent that the different partners and contextual challenges were addressed in the LLS. Although the development of the strategy could have been more inclusive and participatory, all partners have been carefully encouraged to be involved in the implementation and monitoring of the LLS. Taking the LLS a step further, the partnerships in Jordan, Myanmar, and Bangladesh during 2023 did a prioritisation of the targets set in the LLS, by selecting the ones of most relevance to them, and translating them into country-level targets aligned with their organisational goals. This exercise has been useful in order to follow through on joint commitments and set a timeframe for deliverables in the LLS. As such this exercise will be finalized in all CDK country-programmes in 2024, with the Uganda partnerships

awaiting the finalization of the organisational restructuring initiative.

CDKs LLS has been valued by partners as a joint commitment to further their needs and bring their priorities forward. It serves as a common point of reference for both CDK and partners to relate to in the SPA programme. For example, commitments in the LLS ensured that CDK supported strategic development in Jordan, and Niger. In Bangladesh, the partner continued mainstreaming safeguarding to comply with the fifth CIMS area. In Lebanon, earmarked funding provided partners with resources to develop, adjust and improve two standard operating procedures, one specifically on Safeguarding in line with CHS and CIMS, and in Niger funds were used to contract a part-time consultant to support the rolling out of CHS standards, specifically the feed-back and complaint mechanism. In Bangladesh, a pilot shelter Innovation Fund is put at Caritas Bangladesh' disposal for more agile, locally led decision making in shelter related programming. Lastly, an MoU was agreed on in 2023 between Aalborg University and GULU University in northern Uganda. The collaboration will ensure a strengthening of the agricultural activities of the programmes, providing scholarships to PhD and master students from AAU and Gulu to conduct relevant research to the programmes. A complete overview of the results for the local leadership strategy can be found in Annex 7.

CDK has not yet conducted the mandatory partner assessment. It will be conducted as a complementary tool to the ADP tool through which CDK seeks to enhance the quality of our partnerships, CDK has planned an external partner assessment of CDK to take place. To provide our partners with an opportunity to speak their mind on our partnerships without any fears of repercussions (e.g. financial), CDK has designed a survey which will be anonymous and carried out by a consultant from CI, with extensive knowledge and experience of typical partnership issues within the Caritas confederation. CDK and the independent consultant has signed an agreement on the finalization of the assignment by the end of October 2024 with a kick-off meeting set for September 2024. Terms of reference for the assignment have been signed by both parties. An online questionnaire will be circulated for each of CDK's main partners in seven programme countries, which will be collected, compiled and analysed by the consultant and subsequently validated via online workshops conducted by the consultant and representatives from the SPA country programmes to validate and share findings and recommendations.

3.5 PROGRAMME MONITORING

3.5.1 MONITORING OF THE PROGRAMME

In 2023, CDK continued to refine its Monitoring, Evaluation, Accountability, and Learning (MEAL) systems. This ensured partners collected and reported relevant data aligned with the SPA framework and standardized methodologies across partnerships. However, challenges with partner methods for some indicators affected data aggregation. CDK plans to address these issues in 2024 through ongoing dialogue with partners. CDK has adjusted its reporting templates to encourage lifting reporting from activity level to outcome level and continue to coach partners to strengthen their results-based reporting. **There are several global SPA indicators that have been revised** since last report and therefore does not allow cross-annual comparison or aggregation. These are Global Outcome Indicator (GOI) **6.2** (previously measuring # of young people actively engaged in the implementation of projects), **GOI 9.2** (previously assessing % of projects designed based on needs identified by communities and targeted populations), and **GOI 10.2** (previously measuring # of partners who report increased influence on policy development at international, national and local levels). **GOI 7.4** # of downloads of CDK's podcast annually, **is a new indicator** added to better reflect the results under Global Goal 3. As for GOI 2.3, 3.2, 4.2, 4.3, 5.2, 6.2, 8.1, 8.2, 9.1, 9.2, and 10.1, the **wordings have been updated** to better reflect what they intend to monitor. As for **GOI 4.2, 4.3, 5.2, 6.2** and **10.1**, CDK has started utilizing aspects of **Outcome Harvesting**, a new a monitoring and evaluation approach for 2023, to better **capture qualitative result and document change**. Also, development tools for remote monitoring were initiated in 2023 to cater for the challenging security situation and related access issues in some countries of engagement (see below on risks). The global MEAL system has been further strengthened by developing a cross-programmatic Indicator Tracking Tool, which help monitor results on country level and aggregate data to global level. CDK conducted monitoring visits to all partners including joint program and finance teams visits. However, CDK staff could not access project areas in Myanmar, Burkina Faso and partly in Niger due to security issues and safety concerns. For Myanmar, CDK continues to meet partner staff outside the country. In Niger a local consultant continues to assist with triangulation of data and results reporting.

3.5.2 RISK MONITORING AND MITIGATION MEASURES

From design to follow-up, CDK incorporates **risk management**, addressing contextual, program-

matic, and institutional risks such as protection issues, environmental risks, SEAH, and staff safety. These risks are **assessed by probability and impact** and discussed between CDK coordinators and partners. Partners update risk matrices bi-**annually**, involving community structures, and local authorities when beneficial, for risk identification. Security risks in the fragile programme contexts are mitigated by security alert subscriptions, regional coordination with UNHCR, and continuous monitoring. Programmatic adjustments include **remote monitoring**, adjust MEAL frameworks and enhanced communication during **prolonged access constraints** to project sites such as in **Myanmar, Niger** and **Burkina Faso**. Also, the worsening security situation in **Lebanon** have prompted increased monitoring and closer partner dialogue.

To counter SEAH risks, measures like CHS compliance, participant feedback mechanisms, and data protection are implemented. Partner staff are trained on conduct, **do-no-harm** and **safeguarding policies, practice** and **principles**. Environmental risks are managed by early warnings, training in climate-smart agriculture, and promoting organic pesticides and recycling. Conflict risks between IDPs, refugees, and host communities are mitigated by trainings, peace committees, mediation, and host-community integration within support. **Economic risks** are addressed through budget forecasts, joint fundraising, and anti-corruption measures include staff sensitization and reporting mechanisms. The **restrictions on transferring funds** to Myanmar is a continued challenge, however CDK and partners have found a durable alternative solution to this.

3.5.3 FINANCIAL MONITORING

The **total expenditures in 2023 were 55,83 mDKK** compared to a **budget 69,27 mDKK**. Therefore, there is an underspending of 12,6 mDKK. This mainly relates to underspending by partners in Uganda, Niger, Ukraine and Jordan, adding up to 10,1 mDKK below the budget. The partners have implemented planned activities and spent between 95 -100% of their budget in local currency. In Uganda and Jordan, the main reason for the underspending is related to the conservative USD exchange rate that CDK and partners used for planning. The exchange rate gains are included in the 2024 budget. In Niger the underspending is due to difficulties in transferring funds, which delayed disbursements significantly. Challenges were experienced with both Nordea and their via bank in Germany. The move of CDK bank business to Jydske Bank in 2024 is expected to solve such challenges. The total **CDK income for the year was 85,9 mDKK**. The differ-

ence between the income and the total expenditures was 30,16 mDKK. Approximately 16,6 mDKK of the income was not included in the 2023 budget, but in the 2024 budget. This is partly related to top-ups received in 2023, but to be spend in both 2023 and 2024. The unallocated flexible funds were used in Myanmar, Bangladesh, Niger and Gaza, while the SPA top-ups contributed to primarily humanitarian assistance in Ukraine, Burkina Faso, Uganda, Jordan and Lebanon.

During 2023 CDK increased the focus on the financial monitoring by increasing the number of partner visits. These visits served several purposes including CDK financial reviews in Uganda and Bangladesh as well as capacity strengthening. No

indication of fraud nor mismanagement of funds was identified. In Niger and Uganda, CDK addressed the findings and reservations of the 2022 audit reports to improve the financial management and avoid audit reservations 2023. In Burkina Faso the visit mainly focused on improving the budgeting procedure. All visits helped build relations and financial capacity sharing, consolidating partnerships further. In 2023, CDK was pleased to note an improvement in the overall conclusions of local audits, no reservations were included in the audit reports from our partners. Additionally, in Uganda CDK contributed with the employment of a financial coordination officer, a timely preparation and recourse for the organizational restructure initiative in Uganda in 2024.

4. Conclusions, Lessons Learned

Throughout 2023, **Caritas Denmark saved lives, relieved suffering, helped rebuild communities and developed opportunities for crisis affected people (Global Goal 1)**. CDK in cooperation with its partners reached **85,302 people** with humanitarian assistance, ensuring that **vulnerable & at-risk target groups have access to & make use of protection and life-saving assistance**. Our long-term partners in Bangladesh, Myanmar, Niger, Burkina Faso, Uganda, Jordan, and Lebanon continued to respond to protracted crises, while additional top-up funding from MoFA of Denmark allowed us to continue to support war affected people in Ukraine. Through Emergency Appeals (EAs) launched by local partners and church structures, CDK provided support to the most vulnerable, responding to emerging crisis throughout 2023. **76,385 people were reached through our long-term partnerships, including Ukraine**, and in response to emerging crisis, **8 917 people** out of the total reach of were from EAs alone.

As such the SPA II programme has allowed CDK to provide long-term programme support to committed local partners operating in fragile contexts, while allowing us to stay responsive and agile to emerging crisis and humanitarian needs globally. In line with our mission and strategic focus, CDK responded quickly and effectively to humanitarian crises such as conflicts, forced displacement, and natural disasters. We collaborated with local part-

ners with a focus on refugees, displaced persons and local communities, reaching those in most need while leaving no one behind. The continued ability to take swift joint action with Caritas Internationalis member organisations (CIMO) through the Caritas Confederation's (CC) global Emergency Appeal modality, demonstrates the Caritas Confederation's continued role as a strong and relevant global humanitarian actor.

Facing complex and protracted crisis, our partnerships continued to be built on a **Humanitarian-Development-Peace (HDP)** nexus approach to strengthen coordination, coherence, and complementarity with other actors across humanitarian efforts, development cooperation and peaceful coexistence. Partnership programmes continued to rely on approaches and Theories of Change which combines programme components jointly applying lifesaving and long-term development approaches. Combining long-term approaches with direct lifesaving services within CDK's SPA programme implies a humanitarian effort with additional focus on enhancing people's rights and understanding, influencing policy reform, increasing economic resilience and self-reliance, providing protection activities to improve safety and dignity, and address social tensions and build social cohesion. In 2023, CDK **increased economic resilience and self-reliance, and improved safety and dignity of the people reached**. The 2023 country-level

programming continued with components addressing social tensions or building social cohesion and peaceful coexistence. This approach ensures that the **protection and social cohesion of crisis affected people and communities are improved**. Being a faith-based actor, engaging with local church structures gives CDK increased legitimacy, access and reach sometimes unavailable for other actors.

In 2023, CDK and its partners **promoted sustainable integral human development & care for creation (Global Goal 2)** by **empowering communities, transforming unjust structures, and caring for the environment**. CDK's SPA programme local partners contributed to a **diversified and legitimate civil society, engaged on issues of relevance to them by organising 371.796 people in democratic and accountable collectives** such as farmer cooperatives, national advocacy platforms, saving-, lending-, value chain-, peace-, and community groups who actively engaged with local duty-bearers and stakeholders **voicing the interest of community members**. Through **empowering 99.464 women** economically, socially or politically, promoting **meaningful participation and inclusion of youth** across programmes, and reaching around **690.166 rights-holders** with rights-awareness information, the **rights, potentials, & influence of vulnerable groups have been strengthened across programmes** in 2023. While promoting climate resilience is a key component within Global Goal 1, it is further emphasised under Global Goal 2 with a focus on promoting green innovations. With the support provided in 2023, **8.520** households added at least one new **climate or environmentally smart technique** or practice in support of resilience and self-reliance across programmes. There are **ample examples of green innovations or initiatives promoting climate resilience and improved livelihoods** across the countries we operate in positively impacting the environment and fight climate change. Through our joint initiatives with local partners **poor and vulnerable communities have become more climate resilient and enjoy improved livelihoods**.

By **Build Global Solidarity (Global Goal 3)** CDK has promoted global and local connectedness as well as the local leadership 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 our podcast series has resulted in reaching a larger number of people in 2023. Youth from Denmark have met and exchanged experiences and realities with young people in Uganda thanks to a successful Globuspulje application. Upon returning,

Danish youth contributed to CDK's information engagement as part of the joint Caritas Internationalis campaign Together We, for global solidarity. 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. Being awarded seats in both the CI Humanitarian Committee and in the Communications and Fundraising Committee, CDK is provided a unique opportunity to influence the continued strategic direction of the second largest humanitarian network in the world. This and past engagements position us well to continue to **increase the effectiveness of the Caritas Confederation (Global Goal 4)**. Specifically, through our partnerships in 2023, CDK allocated 5% of funds in the multi-year budgets for capacity building of partners. This continued to serve its purpose to enhance partners level of compliance with international standards of relevance to them and their operations. As such, **local partners can design, manage and deliver effective people centred quality programmes** in compliance with **CIMS** and **CHS**. By mainstreaming CIMS and CHS across country programmes, PANT and HBRA principles are addressed in a systematic way on organisational level, contributing to stronger Caritas Internationalis Member Organisations.

KEY LESSONS LEARNT AND RECOMMENDATION

1. Out of the total humanitarian reach of 85,302 in 2023, 76,385 people were reached through our long-term partnerships, including Ukraine. This speaks to the effectiveness of CDK's localised support modality in relevant fragile contexts, where Danish aid is reaching those most in need in. By allocating SPA flex funding (and top-up funds) to existing partnerships, CDK follow its commitment on local leadership as the ability of partners to swiftly respond to crisis is contributing to a reliable, on the ground, response where local actors gain recognition by local governments and present humanitarian stakeholders as delivering efficient, effective and sustainable programming.
2. Regarding MEAL, CDK should consider ways to standardize satisfaction rate monitoring across programmes, however this must be done with due regard to existing partner systems and practises in place for following up on people in need. Developing such a mainstreamed monitoring methodology is further part of CDK's improvement plan to increase compliance towards CHS. Additionally, CDK will continue to reflect on how to measure our level of contribution to global policy change as we understand that our influence is only one of many factors that contributed to a change, including within

the Caritas Confederation. The newly adopted outcome harvesting approach can be a way to trace our contribution within such complex results.

There are several learnings which relates to our programming:

3. There is great variation across geographical locations and partners when it comes to nexus activities strengthening resilience or food security. The variation is a direct consequence of CDK and partners always planning activities in a participatory manner and with point of departure in local needs. This is a result-based approach, where local actors can conduct context appropriate activities towards reaching two clearly defined outcomes, in a "tied ends, loose means" approach.
4. Our data collected on women's empowerment is often related to economic empowerment which is a notable achievement in its own right. However, in qualitative interviews with target groups during monitoring visits, some women also describe how their economic empowerment has led to some social and political empowerment. It has let them to take a leadership position in the local cooperative or user committee.
5. CDK's experience with cooperating with partners to introduce innovative techniques and climate or environmentally smart technique, and green innovations, have shown that while the potential for impact is great, it requires detailed programming to account for context-specific socio-economic factors, and local knowledge and practice, to ensure its utilisation and to avoid technical quick fixes. CDK is expecting to continue to harness results, including policy level-changes, as the programme continues.

As such, CDK should continue to analyse and monitor its programme modality in order to trace its country-level programmes' contribution to global-level indicators. This to find best-practice and identify what approaches works best given the programmatic context. However, despite examples of funding opportunities not in line with a fully localised approach, such as the Uganda Refugee Resilience Initiative call in Uganda, and the call for strengthening civil society in Ukraine:

6. CDK is still fully committed to the principle of subsidiarity. This includes avoid stationing CDK staff in the counties of engagement in line with our strong commitment on local leadership. Additionally, it has proven also to be a cost-ef-

fective modality as funding transferred to the partners is spent by partners and communities as compared to financing salaries and office costs for internationals.

Lastly, some key lessons learnt relates to our role, added-value and position as a faith-based organisation and member of a global faith-based confederation:

7. The resources, in terms of time invested, to influence the new Caritas Confederation Strategy paid off as CDK's key priorities are now better reflected. However, there is still a huge task ahead to secure its implementation. The CDK membership in the small but influential CI Humanitarian Committee may further facilitate this.
8. Being bound together in the Caritas Confederation, not only by common values and strategic framework, but also by commitment to common CIMS has proven for CDK to be an advantage when planning with partners what kind of capacity development to prioritise (minimum 2% in budget). We do not "start from scratch" and often partners chose a combination of CIMS related capacity development in combination with either something more strategic or technical.
9. Having CDK's Accountability Coordinator certified as a CIMS assessor for the Caritas Confederation allows CDK to influence the organisational development of the larger confederation. However, this influence mostly extends to CIMOs, as there is varying level of capacity and autonomy between national and diocesan level Caritas.
10. Being faith-based organisations, CDK's partners enjoy special access, not only in terms of geographical reach, but further in terms of influence within peace coexistence and conflict prevention. Examples of this included the organization of a high-level national dialogue on conflict resolution bringing together religious leaders, including the Archbishop John Baptist Odama, to discuss peaceful and democratic elections and preventing conflict prior to the 2024 presidential elections in South Sudan.