

Annual Performance Report 2024



Strategic Partnership Programme 2022–2025

June 2025

Table of contents

1. Strategic Level Reporting.....	1
1.1 Executive Summary	1
1.2 This is where we work	3
1.3 Organisation and Management.....	3
2. Caritas in numbers	5
3. Programme Development and Results	7
3.1 Contextual Development.....	7
3.2 Progress towards Global Goals and Outcomes	9
3.2.1 Global Goal 1 – Reduce Risk, Save Lives, Rebuild Communities	9
3.2.1.1 Global Outcome 1	11
3.2.1.2 Global Outcome 2	12
3.2.1.3 Global Outcome 3.....	13
3.2.2 Global Goal 2 – Promote Sustainable Integral Human Development and Care for Creation.....	15
3.2.2.1 Global Outcome 4.....	15
3.2.2.2 Global Outcome 5.....	17
3.2.2.3 Global Outcome 6.....	18
3.2.3 Global Goal 3 – Build Global Solidarity	19
3.2.3.1 Global Outcome 7	20
3.2.3.2 Global Outcome 8.....	21
3.2.4 Global Goal 4 – Increase the Effectiveness of the Caritas Confederation.....	23
3.2.4.1 Global Outcome 9	23
3.2.4.2 Global Outcome 10	24
3.3 Programmatic Approaches and Strategic Priorities	
This year’s focus: 2024 Danida Review, Partner Evaluation, and CHS renewal audit.....	25
3.4 Programme Monitoring.....	27
3.4.1 Monitoring of the Programme.....	27
3.4.2 Risk Monitoring and Mitigation Measures.....	28
3.4.3 Financial Monitoring	28
4. Conclusions and Lessons Learned	29
Key Lessons Learnt and Recommendations.....	30

List of Abbreviations

CFW: Cash for work	HRBA: Human Right Based Approach
CC: Caritas Confederation	IATI: International Aid Transparency Initiative
CDK: Caritas Denmark	IDP: Internally Displaced People
CEFORD: Community Empowerment for Rural Development	IGA: Income Generating Activity
CHS : Core Humanitarian Standards	IPE : Information and Public Engagement
CIMO : Caritas Internationalis member organisations	LLS: Local Leadership Strategy
CIMS: Caritas Internationalis Management Standards	LNOB: Leaving No One Behind
CI: Caritas Internationalis	MEAL: Monitoring & Evaluation, Accountability and Learning
EA: Emergency Appeal	MENA: the Middle East, North Africa
ECOWAS: Economic Community of West African States	MoFA: Ministry of Foreign Affairs
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,
GBV: Gender Based Violence	Transparency
HDP nexus: humanitarian-development-peace nexus	SPA: Strategic Partnership Agreement
HH: Household	SPRS: SPA portfolio-level results system

List of Annexes

1. Audit Report
2. Financial Report
3. Management Letter & Response
4. Summary Results Framework
5. SPA SPRS Reporting – Case Studies
6. SPA SPRS Reporting – Output Indicator
7. Update on Local Leadership Strategy

1. Strategic Level Reporting

Caritas Denmark's (CDK) Annual Report for 2024 is presented in four main chapters. **Chapter one** includes an executive summary, an illustration of programme geographical engagements and a presentation of organisational and management developments and changes in 2024. This is followed by **chapter two** showcasing key illustrations and numbers from 2024, as well as trends and developments from previous years. In **chapter three**, an analysis of the contextual development during 2024, is followed by a presentation of key results from the programme's four Global Goals, 10 Outcomes and their respective indicators. This year's chapter (3.3) on CDK's strategic priorities, reporting takes a deep dive into reviews and evaluations conducted at SPA programme level, indicating main findings, conclusions and recommendations. This is later followed by a section on programme-, risks- and financial monitoring. In the **fourth chapter**, conclusions are presented together with main lessons learnt and recommendations.

1.1 Executive Summary

The Caritas Denmark (CDK) SPA II programme is built up by four Global Goals with 10 Global Outcomes, and 24 corresponding Global Outcome Indicators. 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)** aligning with SPA Strategic Priorities 1 and 3, promoting democratic values, human rights and climate and green solutions. Under **Global Goal 3 (Build Global Solidarity)** CDK and partners promotes global and local connectedness as well as the localisation agenda, and lastly **Global Goal 4 (Increase the effectiveness of the Caritas Confederation)** aims at enhancing partners capacities and ability to address the needs of the communities they serve in relevant, effective and efficient localised programmes and crisis response.

The SPA program progressed as planned during the year, the total **expenditures in 2024 were 64 mDKK**, compared to a **budget of 80 mDKK**, of which 85% were transferred to local partners. During 2024, CDK continued to concentrate its international work in primarily seven partner countries. Within these seven multi-year country-level SPA partnership programmes, protracted crises continued to be addressed, allowing long-term support in close cooperation with local communities and faith-based partners. To **reduce risks, save lives, rebuild communities (Global Goal 1)**, CDK and its partners ensured that vulnerable & at-risk people and communities have access to and make use of protection and life-saving support, providing **57.621 people** with humanitarian assistance. The responses were well aligned with the needs on the ground, with a calculated rate of 90% of global satisfaction with the timeliness, appropriateness, and quality of services provided. Local partners coordinated with relevant humanitarian actors including UN clusters, national responses, and local authorities to ensure effectiveness, efficiency and coordination. SPA Top-Up funding secured for 2024 in Burkina Faso, Uganda and for the Syrian crisis host country response in Jordan allowed CDK to strengthen the ongoing humanitarian response programming in each country, while additional Top-Up funds secured for Ukraine provided continuation of CDK's now multi-year

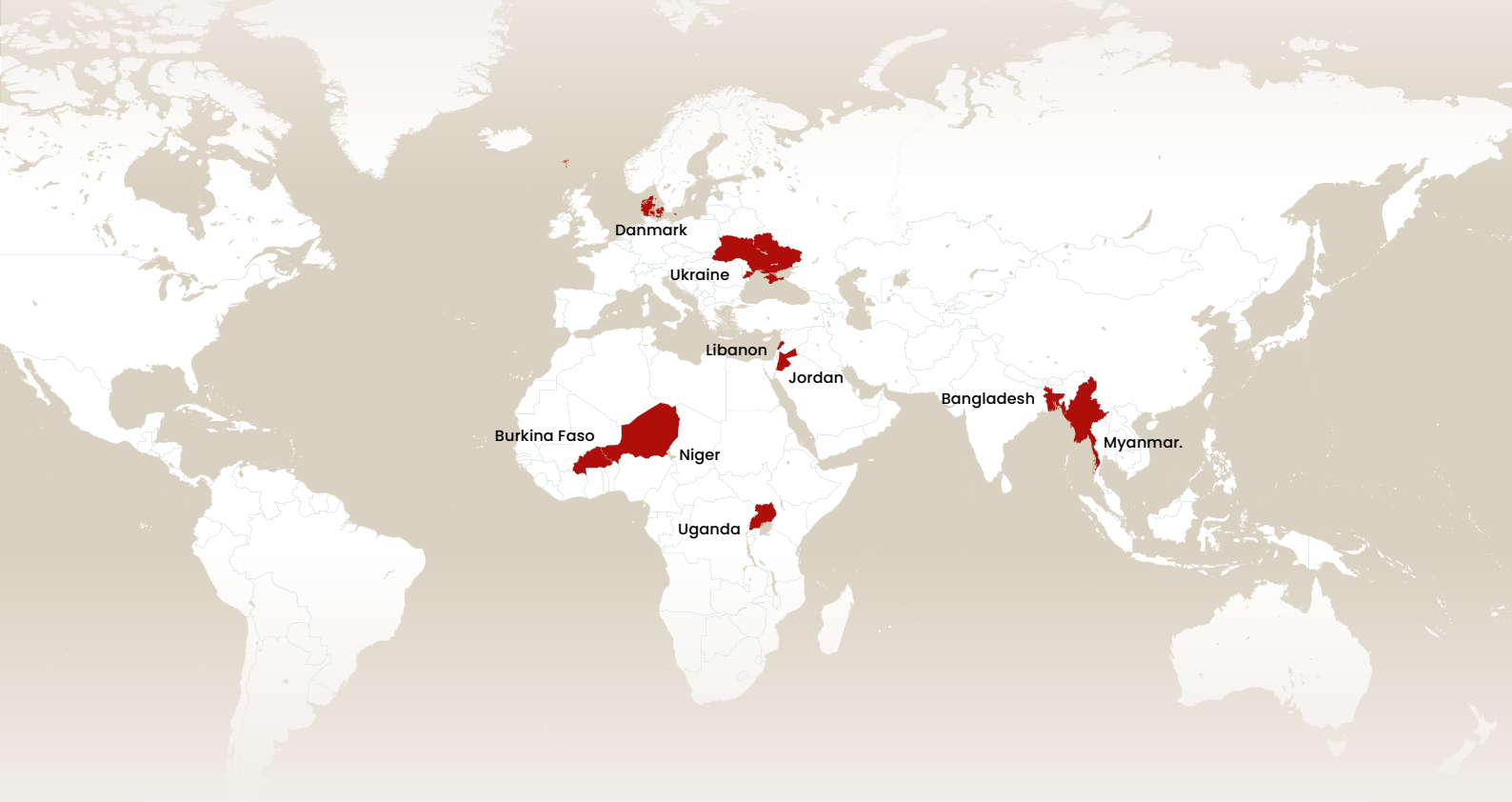
support to war affected people through the cooperation with Caritas Ukraine. Swift joint crisis response continued through pooled funding with other Caritas Internationalis member organisations (CIMOs) through the Caritas Confederation's global Emergency Appeal (EA) modality. Through EAs launched by local partners and church structures, CDK reached and provided support to the most vulnerable, in most fragile states. In 2024, out of the total humanitarian reach, 46.940 people were reached through long-term partnerships, while 10.681 people were from EAs alone.

Our partnerships continued to be built on a **Humanitarian-Development-Peace (HDP)** nexus approach. Country-level 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 2024, among the surveyed households within relevant partnerships 80% reported being food secure, while 87% reported having increased economic resilience and self-reliance, and 86% of the surveyed target group reported an improved feeling of safety and dignity. The 2024 country-level programming continued with a strengthened focus on integrating programme components addressing social tensions, building social cohesion or peaceful co-existence, addressing inter-communal tensions and contributing to our do-no-harm approach.

CDK and its partners strive to promote **sustainable integral human development and care for creation (Global Goal 2)** by empowering communities, transforming unjust structures, and caring for the environment. By promoting the organising of people into democratic groups or collectives to voice the concerns of its members and communities, a diversified and strong civil society promoting democratic values was promoted. In 2024, 53.625 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. Across programmes, 4.159 of the targeted households added at least one new climate or environmentally smart technique or practice in support of resilience and self-reliance. There are ample examples of green innovations or initiatives promoting climate resilience and improved livelihoods. Through empowering 16.904 women economically, socially or politically, promoting meaningful participation and inclusion of youth across programmes, and reaching 56.242 rights-holders with rights-awareness information, the rights, potentials, & influence of vulnerable groups have been strengthened.

CDK continued to **build global solidarity (Global Goal 3)** and advance global and local connectedness and coordination by amplifying the voices of the poor through coordinated communication, public education, and campaigning. The public, and targeted groups, in Denmark have been informed on, and engaged in, activities for social transformation, global solidarity, and care for our common good. CDK strives to promote engagement in Caritas Internationalis' (CI), particularly regarding local leadership, gender and the nexus agendas. CDK actively participated in and contributed with engagement and input on CI strategic priorities via Caritas Europa working groups. To **increase the effectiveness of the Caritas Confederation (Global Goal 4)**, CDK continued to strive towards enhancing the effectiveness of the CC by applying a systematic approach to strengthen partners' capacities in all our programmes. CDK encourage partners to design and deliver people-centred programmes in compliance with CI Management Standards (CIMS) and Core Humanitarian Standards (CHS) while focusing on partners financial sustainability and capacities to influence through evidence-based advocacy. CDK enhanced its efforts in 2024, exploring 13 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 in national coordination, contributing towards local partners being sustainable, influential and taking leadership in humanitarian and development assistance.

1.2 This is where we work



1.3. Organisation and Management

Despite complicated geopolitics, volatile environment and challenges with humanitarian access and security, Caritas Denmark (CDK) in close collaboration with local Caritas partners continued the implementation of the SPA programme throughout 2024 with good results. All partners and programmes were visited by CDK staff in 2024, even Myanmar, and CDK continued the discussion with partners how to monitor in fragile contexts. The year also marked the mid-term review of the CDK SPA programme, and CDK initiated several internal programme analysis and reflections to ensure learning, and high-quality rights-based programming in line with our Leaving No One Behind commitment. This included an **internal gender review** of programme activities and approaches and an externally facilitated **partnership evaluation** of how well CDK is performing against its local leadership ambition. Findings from these reflective exercises, complemented findings from the MoFA commissioned 2024 **Review and Capacity Assessment of Caritas Denmark**, that finalised in December 2024. The external consultant team from HN Consultants conducting the review, engaged with the CDK team in Copenhagen and visited CDK partners in Jordan and Uganda. Furthermore, the review included desk review of CDK activities in Lebanon. The review process was very smooth and confirmed that the programme is on track and likely to reach its goals, with the sample country-level partnerships concluded as relevant and on good progress towards effectiveness and sustainability with all programmes actively contributing and including key cross-cutting priorities of CDK and the MoFA. The findings and recommendations from the review team will inform CDK future programming and has inspired CDK on the organization of team and tasks in relation to among other things MEAL, fundraising, digitalization, technical support and financial management.

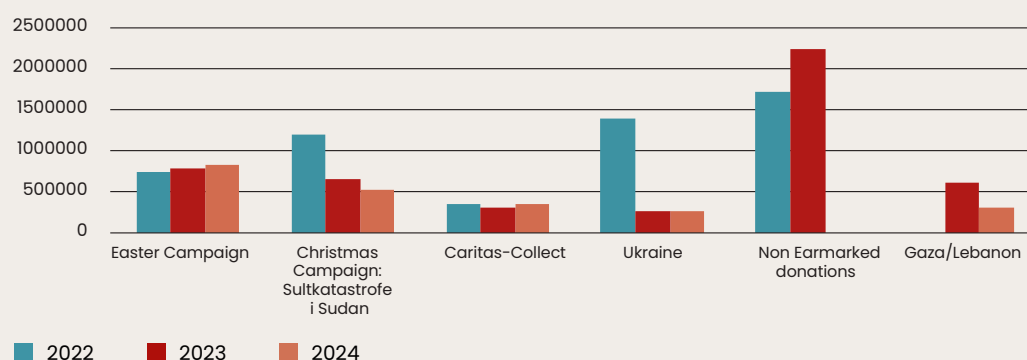
A delegation of 4 **Caritas Board** members including the chairperson and CDK staff visited Uganda in May 2024. The visit was as a great success with board-to-board strategic discussions, visits to communities with CDK financed activities, and local governments. It contributed to deeper mutual understanding and a renewed commitment of the strong partnership between Caritas Denmark and its partners in Uganda. The chairperson of the CDK Board and 3 board members stepped down in late 2024. This was carefully planned to ensure that new board would be ready for development of a new CDK organizational strategy in 2025.

In 2024, CDK successfully obtained its **second "Globus Grant"** from MoFA for IPE related activities. The project was developed on the learnings from 2023 project and with a continued close collaboration with Niels Steensen's Gymnasium and partners in Uganda. The overall theme was girls' education and menstrual management and the project included collaboration with the Danish organization SheForShe and production of the popular CDK podcasts. The visit to Uganda took place only in early 2025.

CDK's **renewal CHS audit** by HQAI consultants was successfully completed in April 2024. Now, CDK is fully CHS certified for both its humanitarian and development engagements. CDK's three internal tasks that received special attention in 2024 included the already mentioned Review and Capacity Assessment of Caritas Denmark, Board visit to Uganda, and finally continued **funding diversification**. CDK established a new staff position as institutional fundraiser in late 2024. CDK considered and responded to 13 different funding opportunities in 2024, including the Swedish Sida global call for proposals for CSOs. Among more than 3000 applications received, CDK progressed to third level and was in September one out of two remaining Danish NGOs assessed on its organizational capacity by Ernest & Young. Unfortunately, CDK was, after all, not granted a contract. No reason was given, but it is a fact that the funding envelope for non-Swedish actors was drastically reduced during the process. CDK's international budget continued to increase in 2024 from 2023 figures with 12%. CDK's 2024 admin costs are still low at 5.16%, as compared to 4.38% in 2023.

CDK experienced shift within the finance team in 2024 including a new Head of Finance. Responsibility for HR was shifted from the Head of Finance team to the Head of National work. There was a continued focus on strengthening the systems including the new ERP system based on Business Central.

Recurring Fundraising Campaigns (and Ukraine In 2022) – Results In DKK



In 2024, CDK's fundraising campaigns' purpose reflected the growing number of conflicts, crisis and disasters. CDK has four separate annual fundraising campaigns, but CDK had two fundraising campaigns running in parallel as regular campaigns, focusing on Ukraine and Gaza, raising 260.908 DKK and **308.543 DKK** respectively. The Easter Campaign focused on providing education to children in Bangladesh, raising **820.773 DKK**. The Christmas Campaign responded to the famine in Sudan with **518.715 DKK** raised. The non-Earmarked donations of **360.397 DKK** went to shelter support for Armenian families who fled their homes in Nagorno-Karabakh.

2. Caritas in numbers

Figure 1. Funding Sources 2023

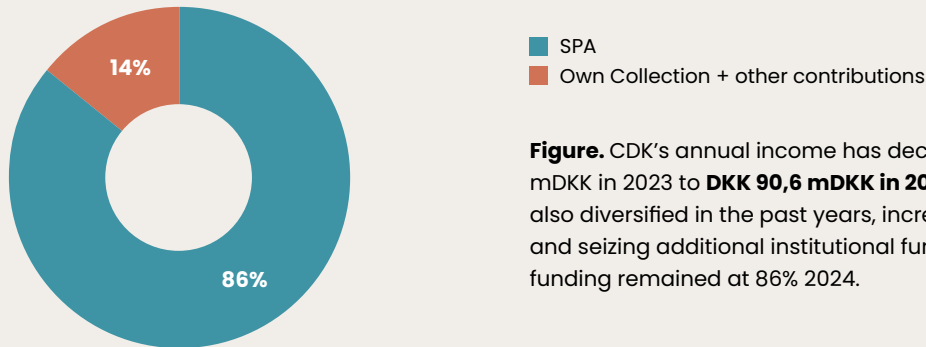


Figure. CDK's annual income has decreased, from DKK 92,1 mDKK in 2023 to **DKK 90,6 mDKK in 2024**. Funding sources have also diversified in the past years, increasing own collections and seizing additional institutional funding. Dependency of SPA funding remained at 86% 2024.

Figure 2. Spa Turnover per Cost Category

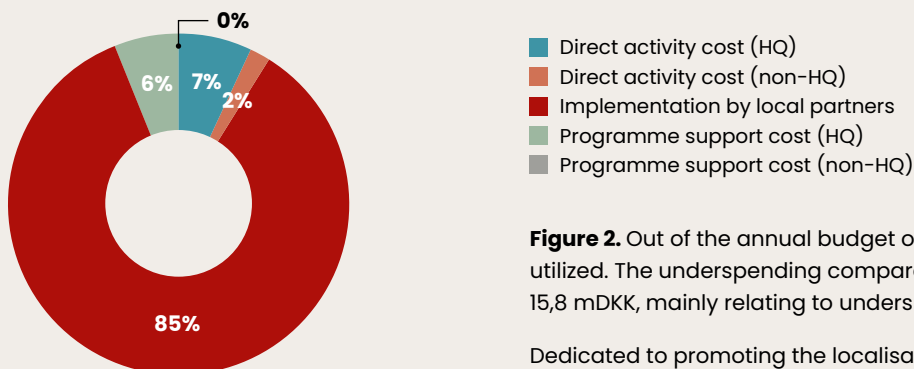


Figure 2. Out of the annual budget of 79,9 mDKK, 64,1 mDKK were utilized. The underspending compared to the budget for 2024 is 15,8 mDKK, mainly relating to underspending by partners.

Dedicated to promoting the localisation agenda, CDK strives to transfer as much funding to local partners as possible. **CDK of the program and project activities (PPA) to partners during 2024.**

Figure 3. Spa Turnover per Global Goal

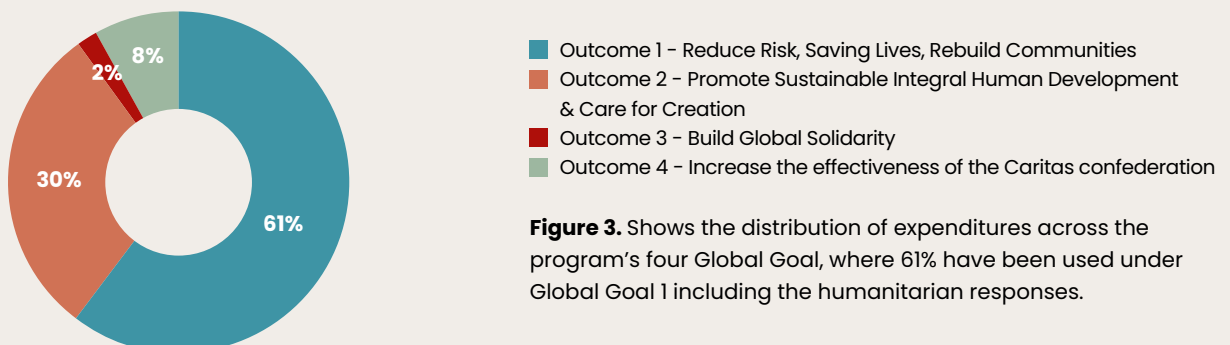


Figure 3. Shows the distribution of expenditures across the program's four Global Goal, where 61% have been used under Global Goal 1 including the humanitarian responses.

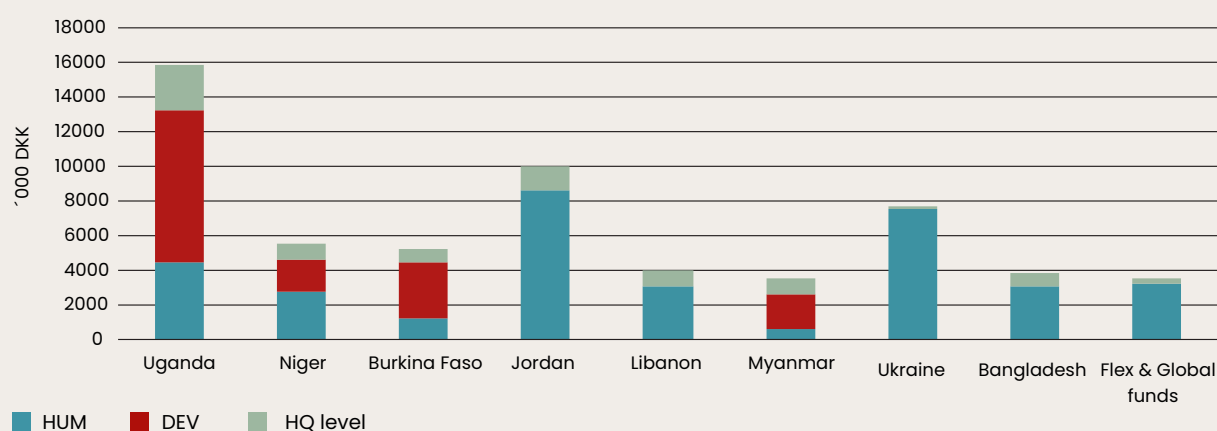
Figure 4. Total Turnover by Partners And HQ

Figure 4. Shows the turnover per program country, including the emergency responses. Responses outside program countries are covered by the flexible and top-up funds presented in Table 5 and 6 below. Largest turnover is found within the Uganda program with 27%, followed by Jordan with 17% of the total expenditure within program countries, 80 % of the expenses for the program and project activities were used in what is defined as fragile contexts.

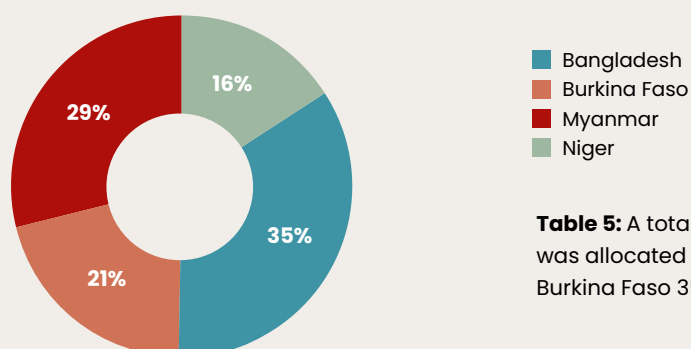
Figure 5. Flex Funds

Table 5: A total of 2.875 mDKK of unallocated flexible SPA funds was allocated to partners in response to emergency appeals, Burkina Faso 35%, Niger 29%, Myanmar 21%, and Bangladesh 16%.

3. Programme Development and Results

In this chapter presents 2024 contextual developments. Thereafter, the progress towards the programme's four Global Goals, and the 10 Global Outcomes is presented. This is followed by a deep dive into reviews and evaluations conducted in 2024 on programme level, and a summary of how the programme has been monitored throughout the year, programmatically and financially, in relation to risks.

3.1 Contextual Development

In 2024, the global humanitarian landscape was marked by escalating crises, severe funding shortages, and the intensifying impacts of climate change, protracted armed conflicts, and economic shocks. The United Nations (UN) identified 305 million people requiring humanitarian aid in 2024. Due to significant funding gaps, drastic reductions in aid programmes were seen, such as an 80% cut in food assistance for Syria. Globally, 13.7 million people faced acute food insecurity, with an estimated 37.7 million children (6–59 months) suffering from acute malnutrition. Surpassing last year's record, 2024 marked the warmest year in modern time, with climate-related disasters intensifying. UNHCR declared a record nine climate-related emergencies, highlighting the increasing intersection between climate change and humanitarian needs. 2024 saw more state-involved conflicts than at any point in time since 1946. Nearly 123 million people were forcibly displaced by conflict and violence, marking the 12th consecutive annual increase, with Sudan being the world's largest displacement crisis. In Ukraine at least 16 children have been killed or injured every week since the war began. In Gaza, more women and children were killed over the past year than the equivalent period of any other conflict, over the past two decades. Violations of international humanitarian law emerged as one of the principal barriers for assisting and protecting people in armed conflicts, with 2024 being the deadliest year on record for aid workers. 96% of aid workers killed were local or national staff.

The **Sahel region** faced continued instability in 2024. Mali, Burkina Faso, and Niger, the Alliance of Sahel States (AES) members, began their exit from the Economic Community of West African States (ECOWAS), creating regional tensions. The AES-countries increased military cooperation in the Liptako-Gourma region. In Burkina Faso and Niger, military rulers solidified their power through extending transition periods for five more years (with possibility of renewals). Their governments increased restrictions on movement, information, and data gathering, complicating humanitarian and development operations. Following the 2023 coup in **Niger**, economic and diplomatic sanctions were largely lifted in 2024 for humanitarian reasons. However, the Benin border remained closed, disrupting trade and raising basic goods prices. International security support ended in late 2024, contributing to increased migration, with Niger deepening ties with Russia, Iran, Türkiye, and China. Extreme rainfall between July and September led to massive flooding, affecting 1.5 million people, destroying homes, livestock, and farmland, and disrupting education. School attendance continued to

suffer due to insecurity, displacement, and the flooding, especially in the Tillabéri - region. In **Burkina Faso**, security remained volatile, though official reports claimed a reduction in attacks. Government forces and militias recaptured areas under blockade, delivering aid and supplies. Officially, Internally Displaced Peoples (IDP) remained above 2 million people, with conflicting reports of both increases and decreases due to restricted data access. Authorities claimed control of 71% of the national territory, though data is unverifiable. Around 20% of municipalities remained inaccessible and an estimate more with than six million people were in humanitarian need. The humanitarian work became more difficult and dangerous due to insecurity, administrative restrictions, and shrinking civic space, mirroring broader trends across the Sahel. In response, CDK allocated additional SPA flex-funds to its Sahel-partners through an EA, launched by CI on their behalf.

In **Uganda**, due to the escalation of the civil war in South Sudan in 2024, a high influx of refugees has been registered in the Bidi Bidi refugee settlement. Furthermore, World Food Programme (WFP) has cut their assistance by 70% in food rations and cash assistance for refugees creating a higher need to ensure food security in the settlement. Programmatically, 2024 saw a substantial restructuring and streamlining of the Uganda programme's development component (UGOPAP). Caritas Uganda has taken the lead and coordinating role in ensuring quality management, now overseeing financial compliance and capacity building the two other diocesan Caritas organizations (CAPCA and EADEN), and the secular organisation CIDI. Furthermore, it was decided that the UGOPAP programme should adhere to the international standards of the Core Humanitarian Standards (CHS), which have strengthened the programme to respond to humanitarian situations in the development context.

In **Myanmar** the humanitarian situation remained alarming with nearly 20 million civilians in need of humanitarian assistance. This due to the ongoing conflict between the military regime and the ethnic armed organisations and the People's Defence Force, and the ensuing deep economic crisis. UN official figures show that over 3.5 million people have been displaced, a third of whom are children. Many people are trying to leave the country, some to escape military recruitment, some to find livelihoods in neighbouring countries. Despite the context, CDK's partner in Myanmar has largely been able to continue the CS&PPM livelihood programme due to effective collaboration with Catholic church structures in otherwise inaccessible areas, and at the same time implement several humanitarian interventions with INGO and UN funding, including a CDK issued SPA flex-funds grant to an EA in the south-eastern regions of Myanmar. Despite CDK's partner achieving legal registration in 2024, through a lengthy and tedious process, they still must navigate a high-risk, volatile environment to be able to continue their life-saving humanitarian work.

In **Bangladesh**, around 1,000,000 Rohingya refugees are still languishing limbo in the camps in the Cox's Bazar area, with little prospect of a dignified and safe return to their homes in Myanmar, nor of being allowed to integrate into Bangladeshi society. During 2024, thousands of additional Rohingya refugees arrived in Bangladesh, due to fierce fighting in Rakhine state between Arakan Army and the Burmese military. The situation in the camps and in the surrounding communities remains tense, partly due to scarce funding, reduced rations for the refugees, and increased pressure on the local economy, partly due to the popular ousting of the prime minister Sheikh Hasina in August, and the uncertainty this has created around the government's policies, including towards the refugees. The Government is considering its options in a situation, where the insurgent Arakan Army is de facto in control of the Myanmar border with Bangladesh. CDK continued our support to the humanitarian interventions of Caritas Bangladesh (CB), mainly focusing on site improvement and the shelter sector, also SPA flexible funding was allocated for CB's response to the victims of Cyclone Remal in the south-western coastal districts which directly impacted 3.7 mil. people.

In **Lebanon**, the continued war in Gaza led to a serious escalation, resulting in active fighting along the southern border, further affecting areas across the country. Shelling, airstrikes,

and violence caused widespread displacement, increased insecurity, and a sharp rise in humanitarian needs. Southern communities severely affected, but the wider impact of the war was felt across the country, adding to Lebanon's ongoing economic crisis, weak public services, and growing vulnerability among refugees and host communities. In response, CDK supported Caritas Lebanon's (CL) EA with SPA flexible funds, which provided vital help to displaced families and communities affected by the violence and displacement. In 2024, CDK, in partnership with CL, expanded the geographic coverage of the SPA shelter programme to include two additional shelters, in line with evolving needs and available funding. The programme continued to focus on women and girls affected by gender-based and sexual violence, maintaining a one refugee approach to support the most vulnerable, including Syrian refugees, migrant domestic workers, vulnerable Lebanese and other nationalities. By delivering services in safe spaces and shelters, CL was able to continue offering case management, psychosocial support, and livelihood activities, helping to promote protection, dignity, and resilience, despite the war, which ended with a fragile ceasefire in November 2024.

In 2024, **Jordan** continued to be affected by the protracted refugee crises and worsening humanitarian challenges in the region, and globally. The economic situation worsened further due to the ongoing war in Gaza, Ukraine, and regional security concerns impacting tourism and investments. This further affected refugee vulnerabilities, increased poverty levels, and worsened unemployment rates with 9 out of 10 refugees resorting to debt to cover their basic needs. Decreased funding in 2024 has reduced access to and availability of assistance, imposing significant challenges for the national refugee response with many programmes downsizing. In December 2024, Syria experienced a historic political transition and change of regime. Among Syrian refugees in Jordan, there is a growing interest in returning home, with some willing to return immediately, while others needing more time to decide, contingent upon the stabilisation and recovery of Syria. Jordan has continued to act as a regional conflict mediator, with intensified diplomatic and coordination efforts to facilitate aid delivery to Gaza. Caritas Jordan has continued to advocate for sustained donor support to maintain protection and lifesaving assistance to refugees staying in Jordan.

3.2 Progress towards Global Goals and Outcomes

this section summarises the achieved results and potential adjustments based on the learnings from the past year for each of the four Global Goals together with the 10 Global Outcomes. Concerning the results for the **SPRS reporting for 2024** presented separately in Annex 6, 11 partners have been supported through the programme (SPRS Output Indicator 1) while **57.621 people** have received direct assistance via humanitarian programmes (SPRS Output Indicator 2). The decrease in the number of direct partners is mainly due to the restructuring of the Uganda UGOPAP partnership, where CU have taken up the governing position of the programme. **Three results have been compiled into three case stories** published on CDK's website, including examples of change in: i) Uganda; ii) Bangladesh; and iii) Burkina Faso, presented in Annex 5.

3.2.1

Global Goal 1 – Reduce Risk, Save Lives, Rebuild Communities

Throughout 2024, CDK continued to concentrate its international work in primarily seven SPA partner countries. CDK works in partnership with local actors with respect for the humanitarian principles of independence, impartiality, and neutrality. As a Faith Based Organisation (FBO), CDK's values are grounded in the humanitarian imperative, obligation and role to secure all

people's rights to receive humanitarian assistance, protection, and security, further following the Catholic Social Teaching. Under Global Goal 1, CDK and its partners works to achieve Global Outcome 1 (humanitarian assistance), Global Outcome 2 (resilience and self-reliance), and Global Outcome 3 (protection and social cohesion), further aligned with the global Caritas Confederation's (CC) 2024-2023 Strategic Framework.

“ In difficult times we are not left alone, and we feel Caritas Denmark's love and care.

/ Partner Evaluation, 2024

Protracted crises continued to be addressed within the multi-year country-level SPA partnership programmes, which progressed as planned throughout 2024. CDK and its partners ensured that **vulnerable & at-risk individuals and groups have access to and make use of protection and life-saving assistance (Global Outcome 1)**, by providing **57.621 people** with humanitarian life-saving assistance in 2024. SPA Top-Up funding secured for 2024 in Burkina Faso, Uganda and for the Syrian crisis host country response in Jordan allowed CDK to strengthen the ongoing humanitarian response programming in each country.

Additionally, the Top-Up funds secured for 2024 in Ukraine marked the third year that CDK have been providing valuable, localized financial support to Caritas Ukraine in their efforts to provide support and assistance to war affected communities. This despite Caritas Ukraine not having a Framework Partnership Agreement under SPA. Out of the total humanitarian reach of 57.621 people, **46.940 people** were reached through CDK's long-term SPA partnerships in 2024, including the assistance to Ukraine.

CDK continued to utilize unallocated flexible SPA funds to channel support to sudden and onset crisis through the CC's global Emergency Appeal (EA) modality, coordinated by the Caritas Internationalis (CI) office in Rome. The EA modality is an effective mechanism for the over 160 CI member organisations (CIMO) to take swift joint action through appeals launched by local Caritas organisations and church structures. In 2024, CDK provided humanitarian support with unallocated SPA funding to partners in Burkina Faso, Niger, Bangladesh, Myanmar, and Lebanon, supporting partners in meeting the needs of the most vulnerable. Out of the total reach in 2024, **10.681 people** received assistance through EAs alone. The **global satisfaction rate** among surveyed people in 2024 for SPA and EA programmes is **90%**. Although complete satisfaction data have not been available, this high overall satisfaction is a strong indication and confirmation of CDK's and local partners' continued ability to deliver timely, appropriate, and high-quality support.

Outcomes 2 and 3 under Global Goal 1 relates to CDK's partnerships being built on, and strengthened through, the Humanitarian-Development-Peace (HDP) nexus approach, combining humanitarian assistance, development efforts, and conflict-sensitive and peace-promoting programming. As such, CDK and its SPA partners ensured that **targeted crisis affected people & communities are more resilient & self-reliant (Global Outcome 2)**. During the programmatic year of 2024, SPA partners continued to develop and implement programme approaches that employ HDP components, with **17 programme components jointly applying lifesaving and long-term development approaches**, across all seven of our SPA-partnership countries. In 2024, among the surveyed targeted households within relevant partnerships **80% reported being food secure**, while **79%** reported having **increased economic resilience and self-reliance**.

The results towards the **improved protection and social cohesion of crisis affected people and communities (Global Outcome 3)** continued in 2024. **86%** of the surveyed target group **reported an improved feeling of safety and dignity**. The 2024 country-level programming progressed with a continued focus on programme components addressing social tensions or building social cohesion and peaceful coexistence with **18 components** across partnerships addressing tensions and building cohesion.

3.2.1.1

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	Target 2024	Result 2024
GO Indicator 1.1	# of crisis affected people whose essential needs have been addressed	87,800	101,024	65,680	85,302	67,780	57,621
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%	85%	90%*

*2024 Data missing from Myanmar and Burkina Faso.

In 2024, **the essential needs of 57,621 crisis-affected people were addressed** through CDK's two SPA programme mechanisms under Global Outcome 1; i) long-term SPA partnerships; and ii) EAs in sudden onset emergencies, responding to acute crises with unallocated flexible funds. **57,621 people reached** is a decrease of overall reach from 2023, largely due to overall higher targets in SPA programmes in 2023, especially the Top-Up component secured in Lebanon which reached over 30,000 individuals in 2023. The 2024 target for Global Outcome Indicator 1.1 of 67,780, set at the onset of 2023, was not achieved in 2024, falling short by 10,367 individuals. Firstly, this is partly explained by a lower reach of EAs supported in 2024 as compared to 2023. Secondly, the 2024 post-distribution monitoring surveys in the BidiBidi refugee settlement in Uganda had an incomplete response rate, where outcome level results from assistance provided to some households are missing. Lastly, there is an identified discrepancy between actual monitoring data on reach, and the average household sizes used to develop targets. For example, in 2024 Caritas Bangladesh developed and piloted a new Management Information System which provides highly accurate data on the actual size of individual households reached, building on KOBO data.

Out of the total humanitarian reach of 57,621 individuals, gender and age disaggregated data is available for 36,774 individuals, of which **46% are women and 40% are men and 14% are children**. Out of the total humanitarian reach in 2024, **5,053 were registered as children**.

The work with providing accurate gender disaggregating data have progressed among partners. However, data is missing from Burkina Faso. Overall, many programme components across SPA partnerships targeting households are only able to gender disaggregate between the household heads receiving the support, therefore complete disaggregation is not available across all individuals assisted in 2024.

In 2024, CDK implemented SPA Top-Up funded projects with partners in Burkina Faso, Uganda, Ukraine, and for the host country response in Jordan for the Syrian crisis. Although Caritas Ukraine does not have a long-term Framework Partnership Agreement with CDK under SPA II, the Top-Up funding funded intervention marks the third year CDK has been supporting Caritas **Ukraine**. The Top-Up provided winterisation support to 2,330 people affected and displaced by the war, providing shelter, energy subsidies and in-kind cash assistance. The Top-Up

funding secured for OCADES- **Caritas Burkina Faso**, allowed for expanding the volumes and numbers of food voucher distributions, detection, and prevention of malnutrition in young children, and social inclusion and education support of children and their families through children's school attendance and after-school activities and psychological support. The work further included providing birth certificates and national ID-cards for adults and children. In **Jordan**, the Top-Up allowed for expanding current humanitarian activities within the Health and Protection Programme, including a pilot component on cash-for-health (specifically support to deliveries) and an expansion of the current protection response by integrating cash-for-protection. In **Uganda**, farmers were supported in gaining land rights and develop

66 Caritas' support, including financial assistance of 1,500 Dinars, enabled her to undergo the necessary surgery, which greatly improved her [post-cancer] condition and alleviated her pain.

/ F.A., 73, Syrian women living in Zarqa, Jordan

their farms, and school feeding and sustainable education systems ensured daily lunches to more than 4.700 students, including the Top-Up funded Model School. School feeding improved the refugee and host community school children's learning abilities and reduced the risk of drop-outs. Selection of beneficiaries in most need continues as 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 for 2024 allowed CDK to provide life-saving support to 46.940 individuals globally, including 7.859 people in **Uganda**, 3.440 people in **Niger**, 224 people in **Lebanon**, 9.822 refugees in **Bangladesh**, 2,706 people in **Burkina Faso**, 9.777 people in **Jordan**, 10.782 people in **Myanmar**, and 2.122 in **Ukraine**.

Throughout 2024, CDK allocated **2.875 mKK of unallocated flexible SPA funds**, responding to appeals by partners, providing funding to sudden onset emergencies. In 2024, CDK channelled 375.000 DKK flex funds to Caritas **Bangladesh**, in response to cyclone Remal, and 500.000 DKK to partners in **Myanmar** responding to the increasing needs of IDPs and conflict-affected communities, providing with food assistance, education resources, and livelihood support. Due to the deterioration security situation, and the effects of climate shocks, CDK allocated additional flexible funds to meet the accentuated humanitarian needs in Liptako-Gourma (the border-area of Mali, Burkina Faso and Niger). This through an integrated cross-border response, supporting Caritas **Burkina Faso** (OCADES), and Caritas **Niger** (CADEV) with 820.000 DKK and 680.000 DKK respectively. Lastly, 500.000 DKK was allocated to Caritas **Lebanon** (CL) in their emergency appeal responding to, and meeting the humanitarian needs of, the worsening multi-dimensional crisis in Lebanon coupled with armed conflict in the south throughout 2024.

The satisfaction rate among the surveyed individuals, on the timeliness, appropriateness, and quality of services provided remained high in 2024. The global **satisfaction rate for 2024 is 90%**. Data is however missing from a large number of people reached in Myanmar and Niger, as partners are currently unable to conduct regular satisfaction monitoring exercises, due to the severity of the security situation and associated risks. The continuation of shrinking space in the already challenging context of the Sahel region is worrying, as authorities now demand prior approval before humanitarian actors may collect certain monitoring data. This implied delays, on-going adaptation and reprogramming and added costs. CDK and partners will continue to monitor this development and assess actual limitations this may pose.

3.2.1.2

Global Outcome 2

Global Outcome 2	Crisis affected people & communities are more resilient & self-reliant	Target 2022	Result 2022	Target 2023	Result 2023	Target 2024	Result 2024
GO Indicator 2.1	% of targeted households that are food secure	70%	73%	75%	83%	85%	80%
GO Indicator 2.2	% of targeted households with increased economic resilience and self-reliance	60%	54%	65%	86%	70%	87%
GO Indicator 2.3	# and examples of programme components jointly applying lifesaving and long-term development approaches	12	9	12	16	12	18

Applying a nexus approach, CDK and its partners combine life-saving assistance with assistance to increase resilience and self-reliance of vulnerable and marginalised persons and communities, efforts were focused on increasing target HH's food security, economic resilience and self-reliance. Within relevant partnership programmes, among the 9.624 households (HH) that was surveyed in 2024, **80% reported being food secure**, amounting to 7.734 HHs. Activities ranged from providing food assistance to displaced households and vulnerable host community households in **Burkina Faso**, supporting and strengthened farmer organisations in **Uganda**, and saving- and value chain groups in **Myanmar**. The programming in **Uganda** continues to show impressive results, increasing

as compared to 2023. In 2024, 90% of the targeted refugee and host community HH's in Bidibidi reported having food surplus from their own harvest. 87% of farmer organisation households of UGOPAP had three meals a day, with 90% being able to produce crops in two seasons a year. However, in **Myanmar** there was a sharp decline in reported food security. In 2023 94% of interviewed households (1014 out of 1076) reported being food secure, in 2024 that dropped to 49% of HH interviewed (577 out of 1167). As the worsening situation in Myanmar is evident, partners refined their monitoring definitions of food security, making the data more accurate, while lowering the number of food secure qualifiers among beneficiaries. The 2024 global target Global Outcome Indicator 2.1 in 2024 was not met, underscoring by just below 5%.

Among the 19,305 household representatives surveyed across all SPA partnerships in 2024, **87% reported having increased economic resilience and self-reliance, amounting to 9,745 households**. Support and engagements vary across partnerships, ranging from loans and saving groups, cooperative activities and agricultural support and training, income generating activities (IGA) cash for work (CFW), livelihoods/ vocational training and business development. The sample size of households surveyed increased substantially in 2024 as compared to 2023, largely due to increased monitoring efforts by partners in Uganda. Although economic resilience dropped somewhat in Bidibidi, compared to previous year, 78% out of the total targeted households from both development and humanitarian programming in **Uganda** reported increased economic resilience and living conditions. Note-worthy again is a roughly 10% drop of households that show evidence of improved economic resilience and viable livelihood in **Myanmar**, as compared to 2023. Although with a larger monitoring sample size, the provided application of livestock, vocational, and CCA/CSA training to improve livelihood resilience, with HHs having access to affordable loans and agricultural credit from their associations, have not produced outcome level results at similar rate as previous year.

“ I don't know what tomorrow holds, but today, I am standing, I am providing, I am learning.

/ Arshad, refugee volunteer,
Camp 19 Cox Bazar, Bangladesh

In line with CDK's focus on nexus programming within SPA, throughout 2024, partners continued implementing the 16 lifesaving and long-term programme approaches reported in 2023, across six out of the seven SPA country-level partnerships. However, two new components are reported this year from the partnership with Caritas Bangladesh, who implemented CFW initiatives where participants received employment of approximately 23 days/person and earned approximately 9200 BDT. Secondly, 100 vulnerable host community women were supported with training and business grants which made it possible for them to initiate their own income generating activities, including livestock rearing, shops, and transport services. In 2024, **18 SPA programme components were jointly applying lifesaving and long-term development approaches** across six partnerships.

3.2.1.3 Global Outcome 3

Global Outcome 3	Protection & social cohesion of crisis affected people & communities is improved	Target 2022	Result 2022	Target 2023	Result 2023	Target 2024	Result 2024
GO Indicator 3.1	% of target group reporting an improved feeling of safety & dignity (protection)	55%	65%	60%	63%	60%	86%
GO Indicator 3.2	# and examples of programme components addressing social tensions and/or building social cohesion	7	12	10	17	12	17

Across CDK partnerships, key aspects of protection mainstreaming are employed, as defined by the Global Protection Cluster (GPC). These include a Do-No-Harm approach, working with physical safety and respect for people's dignity and rights, equal and dignified access

to assistance, accountability and safeguarding, as well as meaningful participation of vulnerable and marginalized groups. Across the CDK country-level partnerships providing protection services, as well as effort towards increasing rights-holder feelings of safety and dignity, **86% of the 1.818 people surveyed in 2024 report an increase of safety and dignity**. Much like satisfaction measurements, Global Outcome indicator 3.1 poses some methodological challenges, rooted in the subjective nature of feeling safe and dignified.

“ the [GBV] survivor left the shelter, stepping into a new chapter of her life with confidence. Under post-shelter follow-up for six months, she continues to receive necessary support as she navigates her path toward full independence.

/ Syrian mother of three, Lebanon

Partners employ different methodologies and assessments within protection. E.g. the Top-Up winterisation support in **Ukraine**, where data report a 93% increase in safety and dignity, combines both pre- and post-vulnerabilities scoring, self-assessment criteria on safety, dignity and satisfaction into an index measurement. In the programme in **Lebanon**, 82% of targeted shelter residents reported an increased feeling of safety and dignity. Survivors of gender-based and sexual violence, including refugees, migrant workers, and their children, receive comprehensive, life-saving care through a shelter model that mainstreams safety, dignity and protection. Despite the limited availability and high demand for such services, the programme offers intensive support including psycho-social counselling, skills development and IGA. Continuous monitoring ensures the quality of care and responsiveness to the residents' evolving needs, helping women to recover, regain control and rebuild their lives. In **Uganda**,

out of the surveyed refugees in Bidibidi, 72.5% reported feeling secure in their current circumstances, while 20.4% expressed a lack of confidence in their security, and 7.1% of respondents expressed uncertainty.

Within all humanitarian and long-term development programming under SPA II, CDK and partners are striving to secure the target groups' dignity and promote participation and ownership, further engaging in promoting social cohesion, conflict prevention, in an **HDP-nexus approach**. As such, the 2024 target of implementing 12 programme components addressing social tensions and building social cohesion were met. Building on 2023 programming, there is a continued strong focus on addressing social tensions, build social cohesion, and prevent conflict across all CDK's SPA partnerships. Through

“ I had a revenge mind-set due to experience of the war. But by Caritas training on conflict resolution, I started making peace with my neighbours. The program brought peace in our village as well as with hosting communities who are now supportive to the refugees.

/ Franco J. K., 39, Sudanese Peace Committee Chairman of Village 7, Bidibidi, Uganda

2024, **17 programme components across our seven partnerships work to address tensions or build social cohesion** according to each programme's focus and context. Within refugee settings in **Jordan**, **Lebanon**, and **Uganda**, partners are employing the one refugee approach, combating competition among refugee-communities in access to services. Additionally, in **Bangladesh**, **Uganda**, **Jordan**, **Lebanon**, services are available to host-communities to decrease social tension between host communities, and refugees and displaced people. In Bidibidi in **Uganda**, and in Cox Bazar in **Bangladesh**, specific support components are directly targeting host-communities, providing livelihood support and CFW, while health and protection services in **Jordan** and **Lebanon** are available to nationals based on vulnerability status. Lastly, examples of specific components aiming at building social cohesion, prevent conflict, and increase unity are integrated in **Uganda**, **Burkina Faso**, and **Niger** through school and youth peace clubs, who remained very active throughout 2024, offering training, cultural and sporting events, dialogue sessions and debates. A learning reported by several implementing partners is that organising communities in safe and dignified ways can indirectly

strengthen social cohesion. E.g. in **Uganda**, training Farmer Organisation leaders in conflict prevention and mobilising members to advocate for their common interest has had the observed effect of solidifying community cohesion. In **Myanmar** and **Bangladesh**, partners engage communities in safe and dignified CFW opportunities, where communities report a positive change within their communities in terms of unity, and lower levels of conflict.

3.2.2

Global Goal 2 – Promote Sustainable Integral Human Development and Care for Creation

Through Global Goal 2, CDK and its partners promotes sustainable integral human development and care for creation by **empowering communities, transforming unjust structures, and caring for the environment** under Global Outcomes 4, 5 and 6. The programme 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, and safeguarding of rights.

CDK's SPA programme has continued to contribute **to a diversified and legitimate civil society, engaged on issues of relevance to them (Global Outcome 4)**. In 2024, **53.625 people** were **organised in democratic and accountable collectives**, such as farmer cooperatives, national advocacy platforms, saving-, lending-, value chain-, peace-, and community groups. CDK and partners have made improvements and strengthened parish-level monitoring data, providing a more accurate reporting in 2024. CDK's 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. One major policy change with demonstratable links to programme activities were seen in 2024, further expanded on as a 2024 case study submitted to the Danish MoFA. 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 (Global Outcome 5)** throughout 2024. Despite contextual challenges and programme saturation, **4.159 HH added at least one new climate or environmentally smart technique or practice** in support of resilience and self-reliance across programmes. Despite this, CDK and local partners have continued to implement programmes with a clear focus on climate smart adaptations and green innovations across programmes. There are ample examples of **green innovations or initiatives** throughout 2024, with 16 programme components implemented in support of **promoting climate resilience and improved livelihoods**.

The **rights, potentials, & influence of vulnerable groups (Global Outcome 6)** have been strengthened across programmes in 2024. Through **empowering 16.904 women** economically, socially or politically and reaching **56.242 rights-holders** with rights-awareness information, while increasing efforts to promote **meaningful participation and inclusion of youth** across programmes, CDK and partners are continuing to work to strengthen the voice and influence of marginalised populations.

3.2.2.1

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	Target 2024	Result 2024
GO Indicator 4.1	# of people organised in democratic & accountable collectives	20.000	366.223	365.000	371.796	370.000	53.625
GO Indicator 4.2	# and examples of initiatives voicing the interests of community members at local community or national level	325	298	350	404	375	421
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	16	16

In Uganda, Burkina Faso, Niger, and Myanmar in 2024, **53.625 individuals** were organised in democratic and accountable collectives and groups dedicated to enhancing rights-holders resilience and self-reliance as well as promoting social cohesion and addressing communities' needs. Initiatives have taken various forms throughout CDK's partnerships. In **Uganda 49.113**

rights-holders are members of two national advocacy platforms through UGOPAP: Ugandan Farmers Common Voice Platform (UFCVP) and National Youth Advocacy Platform (NYAP), as well as and members in farmer organisations who engage with duty bearers at various levels promoting issues of relevance to them and their communities, and in Bidibidi, persons are engaged in the three school peace clubs, preventing conflicts and raising awareness about GBV. In **Niger**, 758 people are engaged in saving and loan groups and peace clubs. In **Burkina Faso**, 15 Savings and Loan groups, and 15 peace clubs with 465 active members are active, while 3.289 rights-holder in **Myanmar** are members of savings and value chain groups. The 2024 Global Outcome Indicator 4.1 target of 370.000, was not reached. This due to inaccuracies in previous reporting, leading to inflated adjustments of targets. Especially, within the UGOPAP programme, it was reported that over 300.000 were members of the NYAP, and targets were thereafter adjusted accordingly. During the 2024 Danida Review of CDK, the team of consultants reviewed the membership list during a field visit to Uganda, and found several errors in the list of registration, mainly that the back constituencies of NYAP (i.e. the members of member groups) were listed as active members in the platform. Although previous reported numbers give a good overview of the level of representation across NYAP members, it did not provide an accurate number of active members organised. This error

is amended in this year's reporting, including corrections of double counting among farmer organisation members and UFCVP members.

“ Through their relentless lobbying efforts, the cooperative secured a bakery project worth UGX 1 billion provided by the Ministry of Agriculture, Animal Industry, and Fisheries. This bakery has become a cornerstone of the cooperative's efforts to improve community livelihoods.

/ Nawandala Farmers' Cooperative, Uganda

Various initiatives and advocacy efforts have been carried out to **voice the interest of community members at local community or national level**. Exceeding global target by 46 initiatives, **421 initiatives** were voiced in total in 2024, comprising of various advocacy messages, claims, inputs to policy and governance processes, reports, meetings, dialogue sessions, or other ways CDK's SPA partners, or right-holder groups, engage to claim or safeguard rights, advocate for change or engage with various government or non-state duty bearers. In **Uganda**, the partnership with the largest advocacy component out of seven SPA partnerships, Partners, Farmer Organisations, and youth groups engaged on issues on local, regional and national level, totalling to 333 initiatives throughout 2024. Some notable examples are, from the youth platform NYAP, and farmer platform UFCVP. NYAP organised a national labour conference, that involved the Caritas Uganda secretariat, together with like-minded CSOs, with the aim to address the issue of

high taxes and heavy licences on young businesses. By presenting an issues paper to duty bearers, the state minister of Kampala made a pledge to support NYAP in ensuring that youth can fully be prepared to participate in the different government programmes, as well as the collaboration of government offices. UFCVP, under Caritas Uganda, presented 103 issues to parliamentary committees in response to the National Budget Framework Paper, covering key sectors such as Health, Education, Agro-industrialization, and Climate Change. 25 of these issues were adopted. Another important initiative from Caritas **Bangladesh** (CB) furthered in 2024 is the continued efforts to increase sustainability and durability of shelters for Rohingya refugees. In 2024, Caritas Bangladesh continued to utilise its seat in the Strategic Advisory Group (SAG), sub-sectors, working groups, task forces, and sector working groups to promote their shelter model. This involvement allows CB to advocate for innovative approaches and implementation methods through active participation in decision-making processes, all rooted in their close engagement with communities and their needs. Due to the war and rising tensions in the MENA region, regular engagements by partners in **Jordan** and **Lebanon**, which usually is an opportunity to voice the interest of community members and rights-holders, were instead largely focused on response coordination and donor advocacy, driven by the growing needs on the ground and significant funding cuts to the region.

In 2024, **16 changes to policies, practices or norms** that have demonstratable links to the activities of CDK, and local partners were recorded. Like last year's reporting, most changes

reported in 2024 are on the practice and norms at local level. However, after five years of active engagement by Caritas **Uganda** and the UFCVP, joining forces with other allies, led to the successful drafting of the Agriculture Chemical Control Act, 2024, which was accepted by the president into law on July 19, 2024. CDK's partners conducted community engagement, debates and sensitizations on the dangers of chemical residues in selected foods in Uganda as farmers, often unaware of the potential hazards, use agriculture chemicals indiscriminately leading to health risks, environmental damage, and economic losses. The campaign included broader outreach and duty-bearer interactions such as policy dialogues with parliament, media engagements, and lobby meetings with the Ministry of Agriculture Animal Industries and Fisheries. Agriculture Chemical Control Act is expanded on as a case study, submitted to the Danish MoFA 2024.

3.2.2.2 Global Outcome 5

Global Outcome 5	Poor & vulnerable communities are organised, climate resilient & enjoy improved livelihoods	Target 2022	Result 2022	Target 2023	Result 2023	Target 2024	Result 2024
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.	5.000	7.386	5.000	8.520	7.000	4.159
GO Indicator 5.2	# and examples of green innovations and/or initiatives promoting climate resilience and improved livelihoods	n/a	No data	5	13	5	16

Various efforts to promote climate resilience and adaptations are promoted throughout the programme. In 2024, **4.159 HH added at least one new climate or environmentally smart technique or practice** in support of resilience and self-reliance across Uganda (2270 HH), Burkina Faso (157 HH), Myanmar (716 HH), and Bangladesh (1060 HH). E.g. in **Uganda**, for CDK's partnership in Bidibidi, 20 new ECOCA solar stoves were sold, and 620 HH made use of agricultural techniques which is an overall increase as compared to 2023. However, across the relevant partnerships, there is a notable plateauing of the number of HH who added new climate or environmentally smart techniques or practices in 2024. Since Global Outcome Indicator 5.1 is restricting its count to HH adopting new techniques or practices, 2024 results could indicate that the rights-holders engaged through the country-level partnerships have met saturation in terms of adoption. More data is currently needed to investigate the level of retention in the techniques or practices adopted, and the expectation is that the country level end of programme evaluations initiated in 2025 will illuminate this observation and inform programming ahead.

“Ayan plans to expand his farming business to fund his return to school and secondary education. He credits CIDI for the valuable skills he gained through the program, expressing his gratitude with “awadifoo” [thank you].

/ Ayan M., 22, refugee from South Sudan living in Bidibidi, Uganda

However, as results demonstrates under Global Outcome Indicator 5.2, CDK and partners maintain efforts across partnerships to promote **green innovations and/or initiatives promoting climate resilience and improved livelihoods**. In 2024, 16 initiatives were recorded across relevant programmes, an increase from 2023 reporting and well above set programme target. While some initiatives are

continuations from previous years' programming, as the case in partnership in **Burkina Faso**, and **Bangladesh**, some new initiatives have made notable results in 2024. E.g. in Bidibidi, **Uganda** partners set up a Climate Information Service mechanism to provide frequent weather predictions, climate advisories, and farming advice to farmers in host communities and refugees, also by installing a sprinkler irrigation system, CU aided farmers in increasing production during the dry season, allowing for high-value crop cultivation for extend season.

3.2.2.3

Global Outcome 6

Global Outcome 6	Rights, potentials, & influence of vulnerable groups have been strengthened	Target 2022	Result 2022	Target 2023	Result 2023	Target 2024	Results 2024
GO Indicator 6.1	# of women economically, socially and/or politically empowered	10.000	2.337	15.000	99.464	15.000	16.904
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	7	16
GO Indicator 6.3	# of rights holders provided with rights awareness information	10.000	304.554	12.500	690.166	20.000	56.242

* GOI 6.2 updated in 2023, previously measured # of young people actively engaged in the implementation of projects, therefore data does not correlate.

“It’s not just about learning sewing skills, my perspective has broadened, and I’ve progressed. I’ve been to places I’ve never been before, and seen things I’ve never seen, heard things I’ve never heard, and gained knowledge, insights, and income.”

/ Mrs, L. H. B., living in an IDP camp, Myanmar

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 cross-cutting focus area within country programmes, while efforts to empower women and safeguard women’s rights are visible as targeted interventions across all country-level programmes. Overall, the programme reported **16.904 women being economically, socially or politically empowered in 2024**, 1.904 above target. The great leap of results

in between 2022 and 2023 was rooted in lack of data from 2022 on the farmer organisations in Uganda. These year efforts were made together with CU to harmonise reporting this year. The two programmes in **Uganda** reported 10.810 women as more empowered through economic gain, skill improvement, access to decisioning positions, resources and land use, as well as or representation on leadership bodies. In **Burkina Faso**, 712 women received documents of civil status, including sensitization and training to opportunities provided by having national identification papers, women and girls were further trained and participated in savings groups. In **Niger** 679 women are part of CECI groups, and 156 women received livelihood training and support. In **Myanmar**, 2.205 women are being involved in saving and loan groups, several women are reported as being members of both which provides an added value effect. In **Lebanon**, 31 women successfully completing livelihood skills training, while 8 of the women who transitioned into post-shelter care with their children reported being able to cover their needs. In **Bangladesh** 1.033 women have improved economic circumstances through CFW and 100 women

in host-communities have received training and business grants to micro-businesses with great results enabling vulnerable women to earn alternative incomes and develop business ventures. In **Jordan**, 716 women have accessed pre/post-natal services as well as women who participate in the NCD management course.

16 examples of vulnerable youth actively engaged in programme implementation and/or community/societal development were recorded in 2024, promoting meaningful participation and inclusion of youth across programmes. In **Jordan** young individuals continued to actively participate 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. In **Burkina Faso**, youth are engaged within activities relating to Youth ambassador clubs, youth centres and after school activities. In **Myanmar**, 172 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 UGOPAP programme in **Uganda** continues with a strong youth-engagement focus, both providing meaningful participation of youth in implementation and steering, youth engagement through NYAP, and several programme components specifically catering to the needs of vulnerable youth by forming youth

farming cooperatives, increasing young peoples' access to government services, IGA, entrepreneurship and business development, as well as conflict prevention activities.

Building on impressive results in 2023, **56.242 rights holders were provided with rights awareness information** in 2024, 36.242 above global target. The decrease in reach of rights-awareness information as compared to 2023 stems from the fact that partners in Burkina Faso did not conduct rights-based radio programmes on social cohesion which reached 300.000 estimated unique listeners last year. However, 2000 persons were informed on importance and validity of ID with 1.300 persons receiving documents of civil status. Noteworthy is also the continued work conducted in **Jordan**, where Caritas Jordan collaborated with key national health actors, conducting community 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 38.905 rights-holders across Jordan and provided rights-holders with access to health information making them more aware of their right to a healthy life.

3.2.3

Global Goal 3 – Build Global Solidarity

In 2024, CDK continued to build global solidarity and advance global and local connect-edness and coordination by amplifying the voices of the poor through coordinated communication, public education, awareness raising, and campaigning. Target groups in Denmark have been informed on, and engaged in, activities and issues for global social transformation, solidarity, and care for our common good globally, nationally, and locally. CDK has engaged and informed various demographic segments in Denmark through Danish school engagement and producing a popular podcast with wide national reach. After consultations with the Danish MoFA, CDK have decided to discontinue the book clubs in public libraries. This based on a strategic decision to focus attention to more efficient and effective information and public engagement activities, such as media articles, the CDK podcast, and engaging schools and the public through events and actions. This means that as of 2024 reporting, the Global Outcome Indicator 7.1 will be taken out of the CDK Global Results Framework.

Target groups in Denmark have **been informed on & engaged in activities for social transformation, global solidarity, & care for our common good (Global Outcome 7)**. Several activities in 2024 were implemented by CDK as part of the joint Caritas Internationalis campaign Together We for global solidarity, including engaging with politicians and decision makers, allowing sister organisations to speak and inform on issues relevant to them, as well as engaging with research institutions. CDK also engaged children and youth in targeted Danish schools, raising awareness, solidarity and funds to international partners as well as allowing youths to exchange ideas, cultures and views by s implementing the Globus project. Bringing the voices of specialists, partner colleagues, and marginalised people to our audience in Denmark, the widely appreciated CDK podcast continue to excel in numbers of downloads and listeners, and now also viewers on the newly initiated vodcast. CDK continued to actively engage with the public through articles and opinion-pieces in a wide range of national newspapers and faith-based outlets, presenting international issues to the press.

Throughout 2024, **CI has engaged with a strong global voice on CDK policy priorities (Global Outcome 8)**, particularly regarding local leadership, gender and the nexus agendas. CDK is an active member of the global CC, contributing both in working groups and task forces, actively setting the agenda on several issues of global importance. Specifically, in 2024, CDK contributed to setting up the global technical working group, tasked with developing a common confederation approach HDP nexus, and work towards the so-called Modus Operandi regulating how Caritas organizations from the global North and South collaborate in their humanitarian and development efforts to further localisation. CDK Head of Engagement is representing all national European Caritas organizations in the CI Committee.

3.2.3.1

Global Outcome 7

GO 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	Target 2024	Results 2024
GOI 7.1	# of activities facilitated by CDK as part of the joint Caritas Internationalis campaign CI Together We for global solidarity	4	2	4	78	4	5
GOI 7.2	# of schools that have participated in activities with a focus on Climate & Green, Fragile Contexts/ Displacement, & Human rights	12	17	20	21	20	12
GOI 7.3	# of downloads of CDK's podcast annually	5000	11.498	16.500	21.992	18.500	36.659

Through 2024, **five activities were facilitated by CDK, as part of the joint global CI campaign Together We for global solidarity** (2021–2024). The campaign is inspired by the two encyclicals by Pope Francis calling for a more just and sustainable world, *Laudato Si'* and *Fratelli Tutti*. The campaign aims to bringing people together to carry out new actions and initiatives, especially at the grassroots level, which combat poverty, restore dignity to the excluded and protect nature, in the spirit of integral ecology. For example, at Folkemødet 2024, CDK shared personal stories of migrants in Denmark, and told stories of the people who risk their lives to reach Europe in hope of a better life. Participants in the following panel discussion included migration researcher Sine Plambech and CDK Secretary General Maria Krabbe Hammershøj. The event was co-organised by Denmark's Young Catholics. Additionally, an event at Folkemødet on Bornholm, two members of the Danish parliament, Rasmus Jarlov and Aaja Chemnitz, together with two audience participants at the 'MasterChef Aid edition' where they had one hour to transform an aid food-ration from West Africa, into a meal. In addition, they were challenged with questions about aid work both from journalist Paula Larrain, and the audience. The event aimed at highlighting the lives displaced people, bringing their daily realities closer to politicians and the public. Caritas Denmark's communication coordinator was one of the main speakers at the Seminar on Religion and Climate change organized by the Faculty for Religion at the University of Copenhagen – and an article about the seminar was selected for the paper RElevans. As the humanitarian situation in the disputed territory Nagorno Karabakh was brought on the agenda, due to the ongoing negotiations between Azerbaijan and Armenia in 2024, CDK organised a discussion at the Danish Institute for Human Rights, in collaboration with Justitia et Pax Denmark. The panel consisted of programme director for Caritas **Armenia**, Lusine Stepanyan, a researcher on the Caucasus region at the University of Geneva, Vicken Cheterian, chief advisor at the Institute for Human Rights, Paul Dalton, and parish priest at Kingo's Church, Per Damgaard Pedersen, who has lived in Armenia for several years. The moderator was PhD fellow at RUC, Michael Johan Brixtofte Petersen. The event had a high number of participants, both at location and online as the event was shared with the CC.

“ Sometimes you have to keep quiet to learn and gain knowledge. Sometimes you shouldn't be the one to talk, you should be the one to listen. ”

/ Vilja, 18, Globus student, NSG, Danmark

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 2024, five schools participated in activities with a focus on Climate & Green, Fragile Contexts/ Displacement, and Human rights. At Sankt Knud Lavard School, the headmaster and former chairwoman for Caritas Denmark, Christa Bonde, shared her experiences from Uganda to help the youngest students get a better understanding of the country and CDK's partnership in Uganda. The students from Rysensteen's Gymnasium delivered meals made from surplus food from Caritas Food Community to crisis centres in Vesterbro, Copenhagen.

CDK was present when the Saint Joseph Institute held an open house for all students and their parents, with the focus on the Rohingya refugee crisis in Bangladesh. The traditional Race For Africa was held for all students at Sct. Mariæ School in Aalborg. Lastly, there was a fundraising

bazaar with a tombola, flea market and family activities at Sct. Joseph Søstrenes School. The funds raised went to schools in Uganda. Building on last year's success, CDK partnered with Niels Steensens Grundskole og Gymnasium (NSG) for a successful Globus Pulje application for the project No Shame – No Taboo focusing on menstruation management in Uganda. In March 2025 the project facilitated an exchange between young people in Denmark, and young people in Uganda about the importance of dismantling taboos and stereotypes on menstruation. 10 high school students from NSG travelled to CDK's partner in **Uganda** together with CDK representatives, and the Danish partner She for She.

The educational Material on Alinea about youth rights, climate change and sustainable cities in Uganda so far only had 837 users among teachers and students. The reason for this is that the material was released in the middle of the school year, when many teachers had already made their annual plan. However, the programme will be in Alinea's annual plan for the next school year. Based on previous experiences, there is usually a significant increase in the use of the material when it is included in the annual plan. The quality of the material has been recognized as high, and material is often used as a best-practise educational input by Alinea consultants to showcase to teachers during school visits.

The extensive annual report on the Danish public's use of different media platforms continues to show that podcasts are a growing, and very popular platform, across different age groups and genders. In 2024, CDK continued the work on the acclaimed podcast "Jeg har set verden styrte i grus". Episodes continue to highlight relevant development and humanitarian issues through personal and relatable storytelling, including colleagues in CDK's sister organisations, and partner organisations. There were **36.659 downloads of CDK's podcast in 2024**. A new growing trend is to watch so called vodcasts, often a video recording of the podcast interview, on YouTube, but also on Spotify. Therefore, CDK is now using YouTube more strategically as a platform for podcast/vodcast. There were 18.182 views on YouTube in 2024. Noteworthy is that 81 % of the viewers are male, which indeed is different from CDK's and other NGO's usual target groups, where mostly women are represented.

Apart from the results reported above, in 2024 CDK produced 16 media articles, interviews and op-eds about our work in Altinget, Kristeligt Dagblad, Jyllands-Posten, Politiken, Berlingske, Katolsk Indblik, Information and Kirke for alle. Several newspapers carried interviews with CDK and our partners. Two highlighted areas in which we at CDK have made a mark is our advocacy work for the victims of the humanitarian crisis in Gaza, and secondly for migrants and refugees in both a Danish and European perspective. Apart from our own work, CDK has contributed to larger coordinated advocacy efforts across civil society organizations in Denmark as co-signatories of several joint submissions in national newspapers, calling on the Danish government to take greater responsibility for stopping what we, and many with us, see as Israel's disproportionate, indiscriminate warfare in Gaza, and to help ensure respect for human rights and uphold international law.

3.2.3.2

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	Target 2024	Result 2024
GO Indicator 8.1	# and examples of policy engagements by CI on local leadership, gender and nexus agendas	2	2	2	2	2	2
GO Indicator 8.2	# and examples of changes to policies in CI and the Caritas Confederation	1	2	1	4	1	1

Through 2024, there are **two notable examples of policy engagements by CI on local leadership, gender and nexus agendas**. CDK continued participating 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. CDK is represented by the Humanitarian Coordinator and much emphasis in 2024 was on Gaza, Ukraine, Congo and Sudan. CDK contributes mainly when policy can be backed by CDK partners' input. Worth mentioning under this engagement is a side-event co-hosted by CI, Caritas USA the Catholic Relief Services (CRS), and the Catholic Bishops' Conference of Burkina Faso and Niger in conjunction with the 57th session of the Human Rights Council in September 2024: "The Growing Threat to Peace and Social Cohesion in the Sahel Region". The event aimed to shed light on the escalating challenges faced by communities in the Sahel region where CDK partners implementing nexus programming from Burkina Faso and Niger participated. Also, a Caritas statement on escalation of violence between Israel and Lebanon was issued at the Human Rights Council in 2024.

As a Charter4Change signatory, CDK continuously shared practice and experience on local leadership in C4C network and CI fora alike. Again in 2024, CDK provided SPA flex-funds financial assistance to the C4C Secretariat hosted by Community Empowerment for Rural Development (CEFORD) in Uganda. The implementation of the "Caritas Confederation Strategic Framework 2024-2030" covering the 162 CIMOs globally began in 2024. CDK invested considerable and successful efforts in getting its priorities into the strategy

“ Within the Caritas confederation, CDK was an early and active advocate of Nexus programming.

/ Danida Review, 2024

during the General Assembly in 2023. In 2024, CDK continued by successfully being nominated and elected for key committees and working groups in the confederation overseeing, and giving strategic direction and resourcing, towards the strategy's implementation. E.g. CDK is mandated to represent European Caritas organizations in the 16-member Humanitarian Committee and in the Communication and Fundraising Committee of the confederation. For the former, CDK Head of International Department used the mandate to push for the importance of **HDP nexus programming**. An important output on the HDP nexus work globally is the formed CI technical working group,

tasked with developing a common confederation approach to HDP nexus. Furthermore, the global confederation has a high-level working group tasked with "taking local leadership to the next level" with a so-called Modus Operandi regulating how Caritas organizations from the global North and South collaborate in their humanitarian and development efforts. In 2024, CDK was very active in providing input to this framework by sharing good practices and examples from adopting and implementing long-term and flexible funding modality like the Danish SPA, and from Charter4Change. The new CI Modus Operandi was thoroughly discussed at the CI Committees Forum in November 2024 and finally adopted in April 2025. CDK head of International Department is also member of the Caritas Europa Humanitarian Working Group, and this constitute an important link to the global level.

As for **examples of changes to policies in CI and the Caritas Confederation**, CDK's work conducted globally within the CI Communication and Fundraising Committee in 2024 shows promising progress. The CDK Head of Engagement was appointed Co-Chair of the CI Communication and Fundraising Committee. As Co-chair he sets the agenda together with CI representatives and leads the committee's meeting at the Committees Forum in Rome, in November 2024. During the meeting, working structures with representatives from all regions across the global CI network were established. Among those are working groups on AI, Global Branding and capacity building and cooperation amongst the CI regions.

CDK Head of Engagement is representing all national European Caritas organizations in the CI Committee. As chair, also for the Caritas Europa Communication Working Group, and member of the Caritas Europa Communication and Identity Committee, he has strengthened the synergy between communication and advocacy activities in Caritas Europa and Caritas Internationalis. While progress and actual changes to CI policies may seem rather moderate, it is worth underlining that once the changes to policies are adopted, they will be valid for all members of the world's second largest humanitarian network.

3.2.4

Global Goal 4 – Increase the Effectiveness of the Caritas Confederation

Through Global Goal 4, CDK continued to strive towards enhancing the effectiveness of the Caritas Confederation (CC) by applying a systematic approach to strengthen partners' capacities across SPA country-level partnerships. CDK continued to support partners to design and deliver participatory, people-centred programmes in compliance with CI Management Standards (CIMS), and Core Humanitarian Standards (CHS), while focusing on partners financial sustainability and capacities to influence change through advocacy under Outcome 10. In 2024, all CDK's partners actively worked on improving their accountability adherence to the joint CIMS framework. CDK's standard to allocate 2% of funds annually to 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. Results during 2024 influence local partners so that they can **design, manage and deliver effective people centred quality programmes in compliance with CIMS and CHS (Global Outcome 9)**. Country-level SPA partnerships were all implemented utilizing participatory approaches across the programme cycle management. By mainstreaming capacity building efforts with a CIMS- and CHS-focus across country programmes, CDK enhances capacities to ensure Participation, Accountability, Non-discrimination and Transparency (PANT) and HBRA principles 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 2024, developing 13 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 in national coordination, contributing towards local partners being sustainable, influential and taking leadership in humanitarian and development assistance.

3.2.4.1

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	Target 2024	Result 2024
GO Indicator 9.1	% of local partners progressing to comply with CIMS and/or CHS	100%	100%	100%	100%	100%	100%
GO Indicator 9.2	% of country partners applying participatory programme cycle management	80%	100%	85%	95%	90%	100%

To strengthen local partners' organisational capacity within SPA country-level programmes and to ensure accountability, effectiveness and efficiency, CDK in cooperation with its partners prioritise compliance with the CIMS, and where partners are ready, the CHS are actively promoted. CIMS are common for all CIMOs and comprise of five standards, including registration and ethical codes, governance and organisation, finance and accountability, stakeholder involvement, and safeguarding. Throughout 2024, **all partners within CDK's SPA programme are progressing to comply with CIMS or CHS standards**. 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 furthering organisational development. In 2024, the actual budget percentage pledged for capacity support was 2,7%.. Progress and results vary across partnerships, based on different organisational strengths and weaknesses, but issues of safeguarding have been prominent in the support to partners. Two notable results from 2024, highlighting CDK contributions to capacity building and safeguarding, are reported as cases stories in Annex 5 to this report. Additionally, 2024 marked the third year that CDK financially supported the regional organisation Caritas Africa's safeguarding project, aiming at developing a more gender balanced management in African CIMOs and aiding 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 in 2023. In 2024, the accountability coordinator, in her role as CIMS assessor, has been sent by CI to assess another national European Caritas, supporting them to achieve a higher compliance to the CIMS, while providing recommendations to continue to improve their compliance.

The CIMS are well-aligned with the principles of Human Rights-Based Approach (HRBA) and provide CDK and its local partners with jointly agreed standards and principles to strengthen PANT approaches. In 2024, **all partners utilized participatory programme cycle management** within planning and design, implementation, monitoring and evaluation, learning and adaptation, and inclusive and equitable targeting, showcasing adherence to key principle's within HRBA.

3.2.4.2

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	Target 2024	Result 2024
GO Indicator 10.1	# and examples opportunities developed for local partners' resource mobilisation and financial sustainability	0	0	2	17	10	13
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	2.25	2.97

In 2024, CDK continued to prioritize to develop **opportunities for local partners' resource mobilization and financial sustainability resulting in 13 opportunities recorded**. In collaboration with existing SPA partners, Danish NGOs, and other CIMOs, CDK facilitated consultations and project development workshops, aided partners in developing key project documents (LFAs and ToCs, budgets, risk analysis) submitting both concept notes and full applications to donors including Swedish International Development Cooperation Agency (Sida), EuropeAid, Danish MoFA (Top-Ups, Ulandskalenderen, Globus Puljen, and thematic calls), and the 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. Additionally, in line with the CDK fundraising strategy, the approach of forming

consortium-based applications continued in 2024. 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. One notable fundraising efforts in 2024 was two open calls launched by Sida, one for CSO support, and one Humanitarian call. CDK led and participated in CIMO dialogue on European level with sister organisations, especially Caritas Sweden, contributing to a structured and coordinated effort by key members of the CC in approaching the humanitarian call. For the Sida CSO-call (similar modality as SPA II), CDK made a considerable

effort to diversify its long-term development support. CDK was one out of two Danish NGOs who advanced to the third phase of the application process, which included an organisational assessment by the Sida-commissioned consultancy Ernst and Young. However, due to changing political governance of Swedish aid, the call was later adjusted to only include a 10% funding envelope for non-Swedish NGOs, considerably narrowing the scope. No Danish NGO advanced beyond the third phase.

2023 was the first year CDK monitored local partners' self-assessed advocacy capacity. In 2024, CDK improved the monitoring system providing much more accurate data on Global

“ We develop programs together and walk together in the search for funding.

/ Partner Evaluation, 2024

Outcome Indicator 10.2. Exceeding target, the 2024 **average of partners' self-assessed perception of their advocacy capacities on a scale from 1-4, where 4 represents high capacity, is 2.97**. The monitoring exercise, in combination with the Partnership Evaluation (elaborated on in the next section) provided CDK with good information on the status of advocacy capacities across local SPA partners, as well as future support needs.

3.3 Programmatic Approaches and Strategic Priorities

This year's focus: 2024 Danida Review, Partner Evaluation, and CHS renewal audit

As part of SPA II, CDK underwent three major assessment processes of strategic and organisational value in 2024, the 2024 Danida Review, Partner Evaluation of CDK, and the CHS renewal audit.

The MoFA-commissioned 2024 **Danida SPA Review and Capacity Assessment** was finalised in December 2024. The objective of the Review was to assess the overall organisational capacity of CDK with a view to implement the organisation's strategies and programmes, and to achieve results that are agreed under the engagement with the MoFA. The Review Team (RT) carried out a desk study, interviewed stakeholders in Denmark, at international level, and visited the CDK-supported programmes in Jordan and Uganda. The scope of the review included five levels: Strategic, Programmatic, Results, Organisational / Administrative, and Financial Management. On the strategic level, the RT confirmed CDK as an active member of the CC, both at European and global level, effectively participating in meeting acute crisis through the EA system, as well as participating and influencing global policy dialogues at confederation level. On the programmatic level, the RT confirmed that CDK adds important value in planning, capacity development, MEAL, accountability and donor compliance. Naturally, as CDK does not directly implement programmes but works through localised partnerships, sector-specific expertise is embedded with national Caritas partners, following CDK's subsidiarity principle. As confirmed during partner visits

“ The RT found that CDK adds important value in planning, capacity development, MEAL, accountability and donor compliance.

/ Danida Review, 2024

to Uganda and Jordan, CDK was found to be a vocal proponent of **local leadership**, where the autonomy, capacity and self-confidence of local leadership, and the 'accompaniment' role of CDK stood out clearly. The review confirmed key programme approaches and strategic priorities of CDK in its international programming, such as **HDP nexus programming** where greening was observed to be closely intertwined with CDK's innovation initiatives, as well as a high level of sensitivity and commitment to the potential for conflict around scarce natural resources. **LNOB** was found to be centrally positioned in CDK's targeting approaches together with partners, and while the RT thought that more effort should go into exploring community gender dynamics and supporting women's empowerment, they conclude that

gender mainstreaming has progressed far in terms of the numbers of women reached, non-discrimination and equal opportunities. In terms of Results, the RT concludes the country-level partnership programmes in Uganda and Jordan are relevant, largely on track in terms of effectiveness and sustainability, showing good integration of key priorities

“ The emphasis on localization, both in terms of leadership and decision-making, has empowered us to take ownership of our programs, leading to more contextually relevant and sustainable interventions.

/ Partner Evaluation, 2024

under SPA such as Local Leadership, HDP Nexus Programming, HRBA & LNOB, Gender & Women, Children & Youth, and Climate Change & Greening (the latter less so in Jordan). The review provided CDK with 11 recommendations, mainly urging CDK to enhance CIMO coordination, revise its fundraising, evaluation policies and criteria for entering and exiting partnerships, strengthen overall MEAL and complaints handling systems, and develop the plan for digitalisation.

As part of SPA II requirements, SPA partners are expected to be assessed/evaluated by its local partners. To ensure anonymity, accountability, and impartiality, CDK commissioned an external consultant Winther Finance & Quality to conduct the **Partner Evaluation**.

The report was finalised in October 2024 and provided CDK with valuable confirmation to the status of its partnership approach. The evaluation was conducted remotely and included a desk study of relevant key documents, semi-structured survey questionnaires, combined with online focus group discussions. The Evaluation investigated several aspects of CDK's partnership approach and included all seven local partners who have a Framework Partnership Agreements (FPA) with CDK. Overall, the evaluation exercise concludes that Caritas Denmark's partnerships do promote local leadership, have a clear ethical foundation and are based on equality of and mutual benefits to the partners. These partnerships reflect concrete action towards localization. Furthermore, CDK's partners voiced a great level of appreciation for the way CDK has initiated, proposed and agreed the partnerships with the local organisations, as well as for the practice of working in partnership. All partners consider the partnership as being based on a mutual long-term vision that benefits their organization and that the setup for financial risk-sharing is fair and transparent. All the local partners found the partnership with CDK very important, compared to other partnerships that they are in. The three main reasons for this mentioned repeatedly was long-term partnership nature based on a mutually aligned mission and strategy, the aspect of fostering local leadership and ownership in respect of the partner's autonomy, and the element of long-term capacity building investment and technical support. The reliability and listening attitude of CDK were stressed by many as success factors in the partnership. Being able to flexibly adjust activities to changes in the (in most cases difficult) context, while working with a long-term

strategic perspective, was also highly appreciated. The evaluation proposed three recommendations, suggesting that CDK continues operate through the same partnership approach, while specifically strengthening support to partner fundraising capacities, and work with timely communication on budget adjustment.

“ There is evidence of systematic improvement at policy and practice level in the areas of the partnership approach, adaptive and flexible programming, risk management, complaints-handling mechanisms, staff and partners' security, and resource management.

/ CHS renewal audit, 2024

The renewal audit in 2024 **renewed CDK's CHS certification**. The audit covered all humanitarian, and for the first time, development programming implemented by CDK and its partners. As a renewal audit, it included visits to partners and communities, a desk review, and online interviews of CDK staff and additional local partners. The report confirms that CDK's set of policies and guidance manuals on quality assurance and risk management, Code of Conduct and Ethics, Anti-Corruption Policy, sexual exploitation and abuse (SEA) politics, and Feedback and Complaints Handling Policy and Procedures, are introduced and well-known to staff, and partners through agreement annexes. CDK's continuous efforts of promoting local leadership are highlighted in the audit report, and that CDK provides a good level of support on financial capacity strengthening, which is welcomed by

partners. The 2024 CHS audit report emphasises that CDK exceeds in two CHS requirements related to partner capacity-building, showing systematic support and further points out that CDK's programmes consistently strengthen the capacities of both partners and communities, based on their needs. CDK ensures that programme commitments are in

line with organisational capacities across the organisation, with its partners, and over time. The auditors confirmed during field visit, that CDK has proven to be instrumental in promoting CHS compliance among some partners, as several of them are now starting a CHS verification process supported by CDK. It is also noted that CDK commits to CIMS and promotes these among its partners. The HQAI auditors state that CDK has a leading role regarding gender mainstreaming within the Confederation, and with its partners. It is made clear that women's empowerment is a key priority in CDK's programming with the development of specific targeted interventions. Lastly, community groups confirmed that activities respond to their needs and are responsive to contextual changes. For instance, women from a peace building committee in Uganda confirm that they feel safer because of their membership of the group and its mediation trainings. The renewal audit highlighted one minor Corrective Action Request. The next renewal audit for CDK is scheduled for 2027, but an action plan, and maintenance audits in 2025 and 2026, will allow CDK to validate our progress.

3.4 Programme Monitoring

3.4.1

Monitoring of the Programme

In 2024, 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. As mentioned, after consultation with the MoFA, the previous Global Outcome Indicator 7.1 monitoring Book Club activity have been taken out of the CDK Global Results Framework. Additionally, given the need to update Global Outcome Indicators targets, especially under 1.1, 4.1, and analyse performance under 5.1, CDK will use the opportunity provided by the submission of the updated SPA-extension results framework to update and refine our Result Framework. This includes a revisit of indicator definitions and alignment with partners systems, as recommended by the Danida Review. Additionally, in response to the Danida Review recommendation on MEAL, in late 2024 CDK planned, and in early 2025 organized, a MEAL capacity sharing trip to Uganda, where key programme staff of both UGOPAP and the Humanitarian programme participated in a three-day workshop held by CDK MEAL Coordinator. The workshop focused on strengthening capacities within MEAL, and how to build adaptive, fit-for purpose MEAL systems. Additionally, building on the introduction of Outcome Harvesting in 2023, CDK will continue to develop our systems to better **capture qualitative result and document change in more complex programme contexts**. The global MEAL system has been further strengthened by developing a cross-programmatic method to assess partner capacities within advocacy as reported under Global Outcome Indicator 10.2. Now CDK uses a self-assessment questionnaire, following an index-based assessment of advocacy capacities. CDK conducted monitoring visits to all partners including joint programme 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.

3.4.2

Risk Monitoring and Mitigation Measures

From design to follow-up, CDK incorporates **risk management**, addressing contextual, programmatic, 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 and checked by CDK security focal point. 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 their code of conduct, do-no-harm and safeguarding policies, practice and principles. Communities are being made aware of staff expected behaviours and the possibility to report any misconduct via the complaint mechanism. 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.

3.4.3

Financial Monitoring

The **total expenditures in 2024 were 64,1 m DKK** compared to a **budget of 79,9 m DKK**. Therefore, there is an underspending of 15,8 m DKK. This mainly relates to underspending by partners in Ukraine, Lebanon and Jordan. In all three countries, the main reason for the underspending is due to Top-Ups received in 2024, for which the majority of this grant income is budgeted for 2025. Overall, all partners have spent in accordance with agreed annual budgets. The total **CDK income for the year was 92,3 m DKK**. The difference between the income and the total expenditures was 28,2 m DKK. Approximately 18,8 m DKK of the income was not included in the 2024 budget, but in the 2025 budget. This is partly related to top-ups received in 2024, but to be spent in both 2024 and 2025. The unallocated flexible funds were used in Bangladesh, Niger, Burkina Faso, Myanmar and Lebanon, while the SPA top-ups contributed to primarily humanitarian assistance in Ukraine and Jordan.

During 2024, CDK continued the focus on financial monitoring, mostly done through online meetings. In addition, CDK was subject to a Capacity Assessment Review performed by MFA. This review included country visits to both Jordan and Uganda. No indication of fraud or mismanagement of funds was identified during these visits. The plans for 2025 are to scale up on physical country visits in Uganda, Bangladesh, Lebanon and Jordan, supported by frequent online meetings in relation to quarterly reporting by the partners. The online meetings cover all partners in all countries with engagement.

4. Conclusions and Lessons Learned

Throughout 2024, **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 **57.621 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. 46.940 people were reached through our long-term partnerships, including Ukraine. The continued ability to take swift joint action with SPA unallocated flexible funds with Caritas Internationalis member organisations (CIMO) through the Caritas Confederation's (CC) global Emergency Appeal modality, demonstrates the CC's continued role as a strong and relevant global humanitarian actor. 10.681 people out of the total reach in 2024 were from EAs alone. As such the SPA II programme has continued to allow CDK to provide long-term programme support in fragile contexts, while allowing us to stay responsive and agile to emerging crisis and humanitarian needs globally leaving no one behind. With 90% satisfaction rates, facing complex and protracted crisis, our partnerships continued to be built on a **Humanitarian-Development-Peace (HDP)** nexus approach, jointly applying lifesaving and long-term development approaches, with a focus on increasing economic resilience and self-reliance, providing protection activities to improve safety and dignity. This while addressing social tensions and build social cohesion. In 2024, CDK engagements **increased economic resilience and self-reliance, and improved safety and dignity of the people reached**. This contributed towards the **protection and social cohesion of crisis affected people and communities are improved**.

In 2024, 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 53.625 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 16.904 women economically, socially or politically, promoting meaningful participation and inclusion of youth across programmes, and reaching 56.242 rights-holders with rights-awareness information, the **rights, potentials, & influence of vulnerable groups have been strengthened across programmes** in 2024. With the support provided in 2024, **4.159 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 fighting climate change. Through local partnerships **poor and vulnerable communities have become more climate resilient and enjoy improved livelihoods**.

To **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 reaching a larger number of people in 2024. Youth from Denmark have met and exchanged experiences and realities with young people in Uganda, thanks to a successful Globuspulje project. As part of the CC, CDK has taken an active role developing the confederations internal policies promoting the localisation agenda as well as engaging in policy efforts. Active in both the CI Humanitarian Committee and in the Communications and Fundraising Committee, CDK influences 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)**. As such, local partners can design, manage and deliver effective people-centred programmes in compliance with CIMS and CHS.

Key Lessons Learnt and Recommendations

1. In response to 2024 reporting challenges and The Danida SPA Review, CDK will revise its global SPA results framework, refine indicators, and continue strengthening partner monitoring practices. As CDK doesn't implement directly, further aligning MEAL systems with country-level partners remains key. The SPA II extension process offers an opportunity to further develop global frameworks and coherence.
2. In 2024, partners reported that organizing communities in safe and dignified ways—such as CFW in Myanmar and Bangladesh or cooperative advocacy in Uganda—can indirectly enhance social cohesion. CDK will continue to assess and integrate these positive unintended effects in future programming.
3. As the Partner Evaluation concluded, the long-term programming and flexibility of CDK's SPA partners, have allowed them to both meet long-term strategic objectives, while staying agile to emerging needs and respond to crisis. As exemplified in 2024, CDK continued to support the Shelter Innovation Fund in Bangladesh for shelter reforms while meeting the needs of Rohingya communities, or in Jordan where inclusive targeting of the SPA partnership has ensured complementarity with other donor programmes, while geographic flexibility in Sahel allow partners to adhere to LNOB. In Ukraine, partners, despite the heavier administrative burden, could adhere to beneficiaries' requests that cash support was adjusted to in-kind contributions in order to be more effective. As such, an important learning, and confirmation, of 2024 is that CDK's partnership modality has effectively extended the flexibility of SPA II to partner programmes.
4. Programmatically, Top-Up programmes have both been able to build on existing programme approaches and allowed for long-term programmatic developments in 2024. E.g., in Uganda the school feeding and garden project have consolidated work streams and coordination between the Development and Humanitarian programme where synergies have been explored. In Jordan Top-Up components have solidified Caritas Jordan's health response and allowed the partner to develop their programming to cater to pressing needs otherwise down prioritized in their response. As such, CDK views Top-Ups not only as an ad-hoc response and upscaling of activities, but also as an opportunity to develop the country-level programmes in a long-lasting way.
5. The 2024 Danida and CHS reviews confirmed CDK's strong support for locally led programming and its effective partnership model. However, aligning global systems with diverse local structures remains a challenge. Ongoing CHS and CIMS processes are helping harmonise approaches and strengthen partners' institutional capacity.
6. CDK's role and membership in the Caritas Internationalis confederation and utilizing CIMS strengthens partner responses and capacities through shared values, strategies, and management standards. 2024 case studies from Burkina Faso and Bangladesh demonstrated the benefit of CI membership in navigating sector-wide challenges.
7. 2024 internal gender review and the 2024 Danida assessment found strong progress on gender equality, particularly in non-discrimination and women's participation. Maintaining this ambition requires continuous focus. CDK will appoint a dedicated gender focal point to drive this forward