

Annual Performance Report 2025



Strategic Partnership Programme 2022–2026

June 2026



Caritas
Danmark

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List of Abbreviations

CB: Caritas Bangladesh	IPE : Information and Public Engagement
CC: Caritas Confederation	IOM: UN International Organisation for Migration
CDK: Caritas Denmark	LLS: Local Leadership Strategy
CFW: Cash for work	LNOB: Leaving No One Behind
CHS : Core Humanitarian Standards	MEAL: Monitoring, Evaluation, Accountability and Learning
CIMO : Caritas Internationalis member organisations	MENA: the Middle East, North Africa
CIMS: Caritas Internationalis Management Standards	MHPSS: Mental Health and Psychosocial Support
CI: Caritas Internationalis	MoFA: Ministry of Foreign Affairs
CJ: Caritas Jordan	MPCA: multi-purpose cash assistance
CL: Caritas Lebanon	NCD: Non-Communicable Diseases
CU: Caritas Uganda	NFI: Non-food Items
EA: Emergency Appeal	NYAP: National Youth Advocacy Platform
FBO: Faith Based Organisation	ODA: Official Development Assistance
FPA: Framework Partnership Agreements	PANT: Participation, Accountability, Non-discrimination, Transparency
GBV: Gender Based Violence	PPA: Program and Project Activities
GOI: Global Outcome Indicator	RRRC: Refugee Relief and Repatriation Commissioner
HDP nexus: humanitarian-development-peace nexus	SDP: Safe and Dignified Programming
HH: Household	SPA: Strategic Partnership Agreement
HRBA: Human Rights Based Approach	SPRS: SPA portfolio-level results system
IDP: Internally Displaced People	UFCVP: Ugandan Farmers Common Voice Platform
IGA: Income Generating Activity	WRRS: Waste Revive Resilient Shelter

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1. Strategic Level Reporting

Caritas Denmark's (CDK) Annual Report for 2025 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 2025. This is followed by **chapter two** showcasing key funding numbers for 2025. Lastly, in **Chapter three** presents brief global and programme-country contextual developments throughout the reporting year, followed by a presentation and analysis of key results from the programme's four Global Goals, 10 Outcomes and their respective indicators. This year's chapter on CDK key programmatic strategic priorities (3.3), reporting takes a deep dive into exit strategies, transition, and sustainability based on the overall reporting questions asked by the Danish MoFA. This is later followed by 3.4 on programme-, risks- and financial monitoring, including the main conclusions from country level, end-of-programme programme evaluations conducted in each long-term partnership of SPA2. In the final **fourth chapter**, conclusions are presented together with main 2025 lessons learnt.

1.1 Executive Summary

The Caritas Denmark (CDK) SPA2 programme is built up by four Global Goals with 10 Global Outcomes, and 24 corresponding Global Outcome Indicators (GOI). The **Global Goal 1 (Reduce risks, save lives, rebuild communities)** CDK and partners work with humanitarian, resilience and protection efforts, and **Global Goal 2 (Promote sustainable integral human development & care for creation)** promote democratic values, human rights and climate and green solutions. **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 programme progressed largely as planned throughout 2025. Total expenditures amounted to **DKK 89,491 thousand**, compared to a budget of **DKK 84,562 thousand**, with **86%** of funds transferred directly to local partners, reflecting CDK's continued commitment to locally led action. CDK maintained its strategic focus on seven long-term partner countries, where multi-year SPA partnership programmes addressed protracted crises through sustained engagement with local communities and faith-based partners. This enabled both immediate humanitarian assistance and longer-term resilience-building efforts. Contributing to **Global Goal 1** – reducing risks, saving lives, and rebuilding communities, CDK and its partners ensured that vulnerable and at-risk populations had access to protection and life-saving assistance, reaching **77,030 people** during the year. Programme responses remained closely aligned with identified needs, achieving a **95% satisfaction** rate regarding the timeliness, appropriateness, and quality of assistance provided.

Additional SPA Top-Up funding secured in 2025 enabled CDK to reinforce ongoing humanitarian responses across programmes in Jordan and Lebanon, while additional Top-Up funding se-

cured, supplemented own funding, supported the continuation of CDK's multi-year assistance to conflict-affected populations in Ukraine. Rapid emergency response was ensured through pooled funding arrangements with other Caritas Internationalis Member Organisations (CIMOs) under the Caritas Confederation's global Emergency Appeal (EA) mechanism. Through appeals launched by local partners and church structures, CDK contributed to timely assistance for additional vulnerable populations in Palestine, Myanmar, Bangladesh, Uganda, Lebanon, Ukraine, and Burkina Faso.

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 strengthened. In 2025, **53.595 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. In 2025, the economic, social or political **empowerment of 19.293 women**, and increased youth participation was realised through local partnerships.

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 engaged strategically and reached several policy influences in the global Caritas Confederation in 2025, which is the second largest humanitarian network globally.

To **increase the effectiveness of the Caritas Confederation (Global Goal 4)**, CDK continued to strive towards enhancing the effectiveness of local partners 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. In 2025, all partners progressed with CHS or CIMS compliance, and 11 fundraising opportunities were created with local partners.

In 2025, all seven local programmes were **externally evaluated**. Evaluations were locally led, complimenting partner monitoring and evaluation data, and overall, programmes were concluded to be Relevant, Coordinated, Efficient, Effective, and having positive Impacts with solid potential for lasting Sustainable results.

1.2 This is where we work



1.3. Organisation and Management

The international humanitarian sector faced exceptional challenges in 2025. Severe funding cuts, escalating geopolitical conflicts, and broader structural changes reshaped the global humanitarian landscape. Despite this, CDK and its partners continued to implement the SPA programme in a timely manner. The extension of SPA2 into 2026 also enabled CDK to launch several new initiatives, ensuring that activities remained relevant, accountable, and closely coordinated with local partners in response to changing contexts.

Through a thorough and participatory process CDK in 2025 developed a new organizational strategy called **"Heart for Humanity"**. Stakeholders consulted included CDK board (who also approved the final document), local partners, Caritas Internationalis colleagues, peers, target groups of CDK activities in Denmark and CDK staff. Simultaneously CDK updated and revised 11 policies to ensure compliance with the highest global standards and with newest knowledge. Among updated policies were Anti-corruption policy, Security policy, and Feedback and Complaint Handling Policy.

66 CDK is a reflective organisation, constantly striving to improve quality and accountability to its partners and communities

/ CHS 2025-maintenance audit

CDK continued **implementation of the recommendations from the 2024 MoFA Danida Review and Capacity Assessment**. CDK in 2025 launched a number of new initiatives and workflows including strengthening MEAL systems and the collaboration between programme and finance departments. This included 4 common monitoring trips to Uganda, Ban-

gladesh, Lebanon and Jordan. Technical responsibilities for various crosscutting themes have been formalized with ToR in place for: greening, gender, partnerships, inclusion of disability, and organizational development.

The **CHS 2025–maintenance audit** conducted as per plan with no major Corrective Action Requests. The auditor observed that *“CDK is a reflective organisation, constantly striving to improve quality and accountability to its partners and communities. The organisation remains strongly committed to the CHS and is taking strategic steps to address the gaps identified in the previous audit, while maintaining its commitment to the principle of subsidiarity, safe and dignified programming, the local leadership strategy, and the nexus approach”*.

In light of current trends in the global fundraising landscape and the overall decline in ODA, CDK is developing a two-year fundraising plan aimed at diversifying its funding base. CDK has, with its flexible funding from MoFA, supported partners to mitigate the worst consequences. CDK applied for and received 3/3 top-up grants in Lebanon, Ukraine and Jordan, a new Novo Nordisk Foundation grant to Jordan and unfortunately a rejection of the Danida Green Business Partnership in Uganda. CDK explored and/or applied for several consortia and individual grants (total of 11 including top-ups) but received several rejections either because CDK was not locally present with CDK employees or because CDK does not have experience as a lead organization to implement grants of more than 20 million kroner. CDK has had a full-time position in Fundraising and Private Sector Partnerships since August 2025.

CDK conducted in 2025 the mandatory **Working Environment Survey** (APV) and with positive findings. An action plan was developed to safeguard and enhance high degree of well-being among staff.

All CDK long term SPA country engagements were externally evaluated in 2025 (see chapter 3.4.1) which along with “Heart for Humanity” informed the initial discussion and outline of a SPA3 application. CDK decided to **form a consortium with Access2innovation and Danish Agriculture & Food Council** – two partners who complement perfectly CDK’s strong LNOB approach, global network and local leadership ambitions. Also, a new Local leadership Strategy was developed in 2025. Finally, CDK developed and introduced its first Value for Money approach in 2025.

CDK implemented in 2025 its second “Globus Grant” from MoFA for IPE related activities. The project 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.

Compared with 2024, the annual accounts for 2025 show an increase in expenditures of 40%, from DKK 64.070 thousand to DKK 89.491 thousand. The transfer of funds to local partners amounted to DKK 71.279 thousand, which accounted for 86% of the total programme and project activities. The administration fee charged amounts to 6,6% and is a slight increase compared to the previous year, but still within the maximum ceiling of 7%. We point out that the costs for the year in 2025 are affected by a correction of costs regarding 2024 of DKK 16.322 thousand, including the administration fee, which was not included in the financial statements of the Strategic Partnership 2024. The amount is related to activities covered by additional grants that have been granted by the Ministry of Foreign Affairs of Denmark. Results relating to the above correction are fully covered and reported in the Annual Performance Report 2024.

During 2025, Caritas Denmark has continued working on reorganising the finance department to enhance workflows, roles of responsibility and the ability to improve reporting and documentation. This work will continue in 2026.

In 2025 CDK increased funding from private donors, foundations and legacies from DKK 6.818 thousand to DKK 7.629 thousand. In 2025 CDK also streamlined recurring fundraising activities by supporting the same projects across different fundraising campaigns aim at different target groups. The synergy effects of the streamlining made fundraising activities more cost-effective and increased the volume and strategic impact of CDKs fundraising activities in partner countries.

2. Caritas in numbers

Figure 1. SPA Total Costs 2025

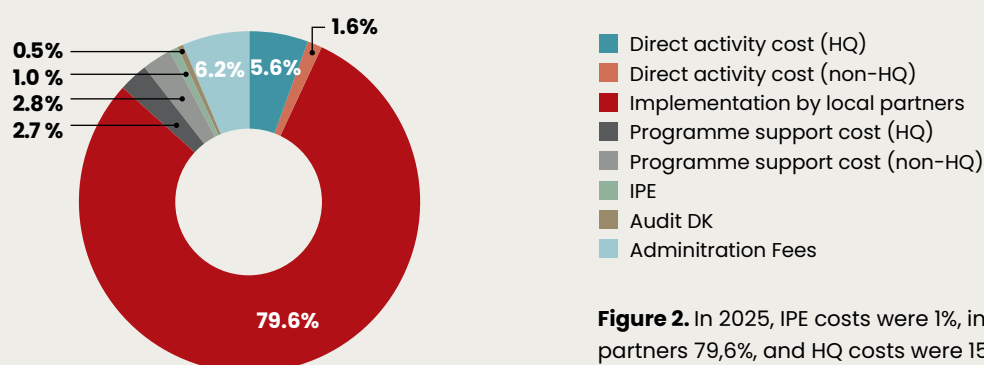


Figure 2. In 2025, IPE costs were 1%, implementation by local partners 79,6%, and HQ costs were 15,9%.

Figure 2. SPA Turnover per Cost Category

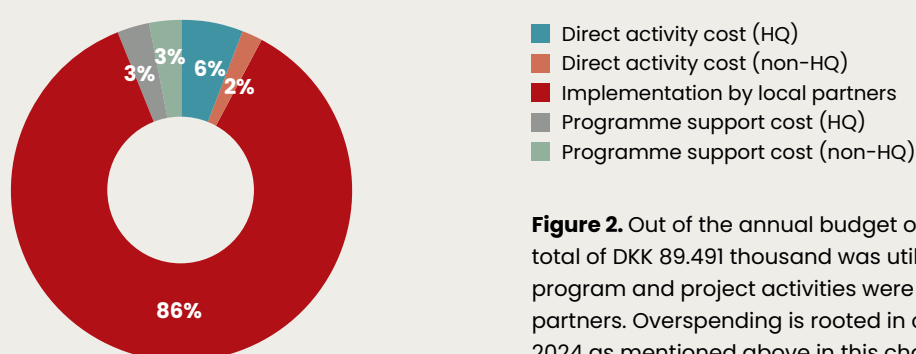


Figure 2. Out of the annual budget of DKK 84.562 thousand, a total of DKK 89.491 thousand was utilized. In 2025, 86% of the total program and project activities were transferred directly to local partners. Overspending is rooted in correction of costs regarding 2024 as mentioned above in this chapter.

Figure 3. SPA Turnover per Global Goal

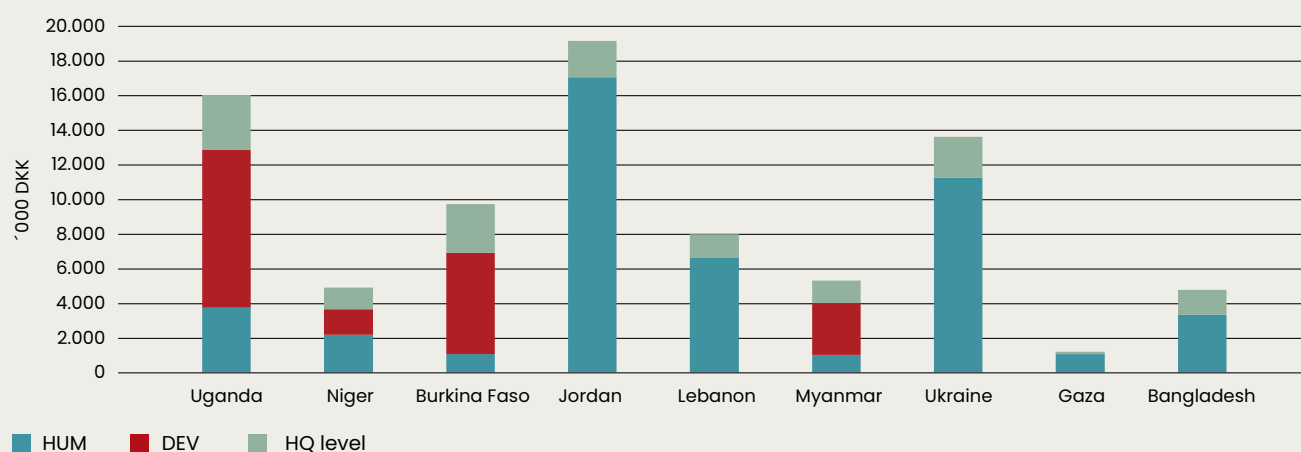


Figure 3. Total turnover per program country, including the emergency responses, is shown in Table 3. Responses outside program countries are covered by the flexible and top-up funds presented in Tables 5 and 6 below.

Figure 4. PPA Turnover per Global Goal

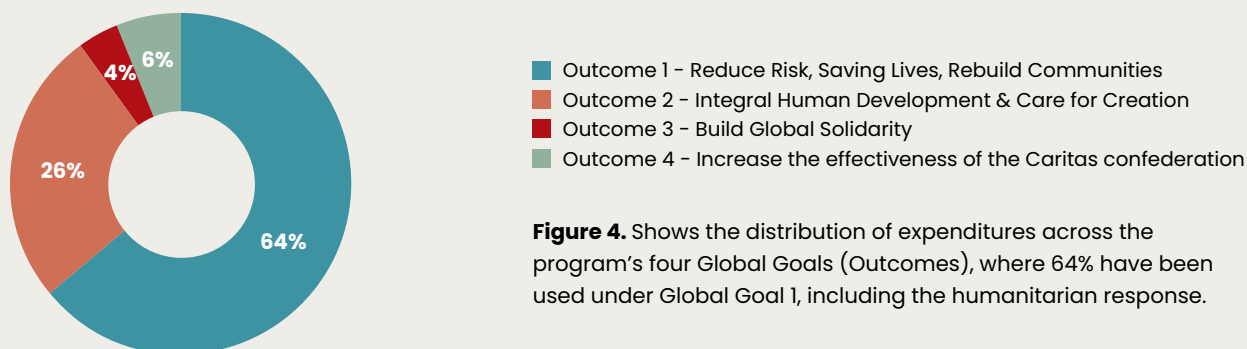


Figure 5. Flex funds

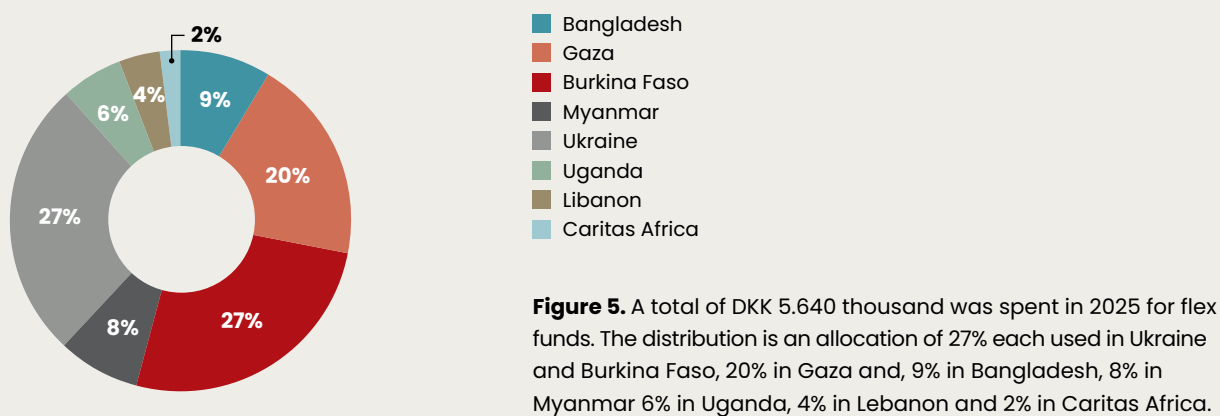


Figure 6. Ukraine funding sources



3. Programme Development and Results

This chapter presents 2025 global and programmatic contextual developments, and progress towards CDKs SPA2 programme's four Global Goals, and the 10 Global Outcomes. This is followed by a deep dive into specific partnership exit, transition, and sustainability considerations, and a summary of how the programme has been monitored throughout the year, programmatically and financially.

3.1 Contextual Developments

Overall, the year 2025 was marked by a growing tension between rising humanitarian needs and declining international solidarity and cooperation. The international aid and development sector faced a crisis point, driven by growing humanitarian needs, significant reductions in Official Development Assistance (ODA), and shifting geopolitical priorities towards defence budget spending and away from multilateralism. Major donors, including the United Kingdom, Germany, and France, announced substantial aid cuts, while the restructuring and de-facto dissolution of United States USAID and reductions in bilateral assistance created devastating funding uncertainty across humanitarian, health, food security, and development programmes globally. These trends have intensified concerns about the ability of the sector to meet escalating needs in crises such as Sudan, Gaza, Ukraine, and the Sahel. The consequences of current funding trends are potentially severe. An analysis from the Lancet estimated that continued ODA reductions could result in between 9.4 million and 22.6 million additional deaths globally by 2030, including millions of child deaths, reversing decades of progress in global health and poverty reduction.

As such, the policy debate increasingly shifted from aid expansion to aid reform in 2025. Sector-wide initiatives such as the Humanitarian Reset and UN reform processes emerged in response to drastic shrinking of resources, emphasizing efficiency and prioritisation of life-saving assistance. However, CDK argue that funding-driven reforms risk reducing rather than transforming the system if they fail to address underlying power imbalances and decision-making structures, reinforced long-standing calls for locally led action. For example, the Future of Aid 2040: Pathways to Transformation foresight report identified geopolitical fragmentation, climate change, technological disruption, donor dynamics, alternative funding sources as key forces shaping the future of aid, further highlighting growing consensus that communities and local actors must play a greater leadership role, while international organisations increasingly act as facilitators, financiers, and advocates rather than primary implementers.

Uganda remained relatively stable politically and economically in 2025, although increased political activity ahead of the 2026 elections occasionally disrupted fieldwork and community activities without affecting programme implementation. The continued influx of refugees from South Sudan and the DRC brought Uganda's refugee population close to two million. At the same time, humanitarian funding cuts led to significant reductions in food and cash assistance, with WFP

food rations reduced by up to 80%, further exacerbating food insecurity among refugees and host communities. In the Bidibidi Refugee Settlement, Yumbe District, agriculture became even more critical as a primary source of food and income. The programme's support for climate-resilient and consolidated farming practices strengthened household resilience, although many refugee families continued to face constraints related to land access, productive assets, and agricultural knowledge. The agricultural sector was further challenged by sharp fluctuations in coffee prices between May and June 2025. This created uncertainty among supported farmers, weakened co-operative-level bulking and collective marketing, and reduced household income stability. Funding cuts also constrained support to several farmer cooperatives, underscoring the importance of diversified livelihoods. The organisational and programmatic restructuring initiated in 2024, enabled continued support for sustainable food production and livelihoods, helping reduce long-term dependence on humanitarian assistance amid rising needs. The new structure also facilitated a timely and well-coordinated emergency response to the severe mudslides that struck the Sebei sub-region in late 2025, causing loss of life, infrastructure damage, and farmland destruction.

In **Burkina Faso**, humanitarian needs expanded significantly in 2025, with more than 5 million people requiring urgent assistance. Over two million people remain internally displaced due to protracted conflicts. Hunger hotspots are struggling with severe food insecurity and acute malnutrition, where destruction of infrastructure has cut off essential health and water services. 2025 was marked by deteriorating security conditions and activities of armed groups which heavily restrict physical access for humanitarian actors. Frequent attacks on aid convoys force expensive reliance on air transport operations. Aid workers, including partner OCADES' staff, safety is a major risk. Political restrictions imposed by the military junta further shrank civic and operational space. Authorities have suspended some INGOs operating in the country and banned cash-based assistance modalities nationwide, increasing logistics costs by forcing in kind support. Bureaucratic hurdles continue to block comprehensive data collection and situational reporting causing delays, including for OCADES. Transfer of funds to in-country partners is further subject to restrictive compliance regimes. Paradoxically, this has created a larger role for national organisations like OCADES, and they continue to operate and adopt responses, albeit under delays. Remote KOBO monitoring remains in place, however CDK could in 2025 only conduct monitoring visits to the capital and meet partner programme staff there. No IPE activities were possible.

In **Niger**, humanitarian needs remained acute in 2025, with 3 million people across the nation requiring urgent assistance. The country faced massive, forced displacement, hosting nearly one million refugees and internally displaced people (IDPs). Severe food insecurity threatened more than 2 million people, compounded by critical malnutrition particularly affecting children. Climate shocks in 2025, including flooding, destroyed over 60,000 homes and escalated displacement. Access to vulnerable populations in border regions, including Ayorou in Tillabéri region, where CADEV is implementing CDK funded activities is heavily restricted due to the volatile security situation. Armed groups regularly targeted civilian and aid corridors severely threatened the safety of aid workers and regional tensions obstructed transit of vital medical and nutritional supplies. 2025 transfers of funds to local partners were difficult and required several attempts, causing delays and strains on implementation. Operational costs were driven up by regional power cuts, forcing increased reliance on fuel generators. CADEV staff, and the CDK employed local third-party monitoring consultant, could only occasionally visit project sites in Tillabéri, relying on local programme teams being able to deliver with a minimum of support from head office. Delays were encountered. CDK staff visiting Niger could only stay in Niamey and new administrative restrictions forced CDK staff to routinely handover their passports when entering the country. Increased CDK implementation costs included war zone insurance for CDK staff, and increasingly more expensive flight tickets as fewer airlines operate. No IPE activity in country was possible.

In **Myanmar**, the 2025 humanitarian situation remained alarming, due to the ongoing conflict between the military regime and the ethnic armed organisations and the People's Defence Force, and the protracted economic crisis. Across Myanmar, more than 16 million civilians need humanitarian assistance. UN official figures show that over 3.7 million people have been internally 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. CDK's partner in Myanmar has largely been able to continue the programme under SPA2, due to effective collaboration with

church structures in otherwise inaccessible areas, and at the same time implement a number of humanitarian interventions with INGO and UN funding, including opening an Emergency Appeal to alleviate humanitarian suffering in the wake of the major earthquake in Sagaing (Mandalay), supported by CDK through SPA flexible funding. CDK's partner still must navigate a high-risk environment in order to be able to continue their life-saving humanitarian work.

In **Bangladesh**, more than 1,100,000 Rohingya refugees are still living in the camps in the Cox's Bazar area as of 2025, with little prospect of a dignified and safe return to their homes in Myanmar, nor of being allowed to officially integrate into Bangladeshi society. During 2025, thousands of additional Rohingya refugees have been arriving in Bangladesh, due to continued intense 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 for the camps and increased pressure on the local economy. In 2025, CDK continued to support the humanitarian interventions of our local partner Caritas Bangladesh (CB), mainly focusing on site improvement and the shelter sector, and has also used additional SPA unallocated flexible funding, and privately raised funds for Caritas Bangladesh' humanitarian intervention in Cox's Bazar.

In **Jordan**, 2025 marked a pivotal shift in the refugee situation following the fall of the Assad government in Syria in December 2024. For the first time in over a decade, hope for voluntary return became a reality for thousands of Syrian refugees, who have endured years of displacement. While voluntary returns to Syria increased relatively notably during throughout the year, humanitarian needs remain significant and the refugee crisis continues to strain national systems and public services, exacerbating vulnerabilities among both refugees and host communities. At the same time, 2025 was defined by severe funding constraints with rapidly declining contributions from several main donors. Regional crises, including the ongoing Gaza war and hostilities in Palestine, intensified military activity in Iran, and across the region, further enhanced socioeconomic pressures through inflation and unemployment. Increased living costs and reduced income opportunities have limited households' coping capacities and heightened reliance on overstretched public health and protection services. CDK and local partners continued to implement the programme effectively and secured additional humanitarian funding from MoFA Top-Up, and from Novo Nordisk Foundation.

In 2025, **Lebanon** remained affected by regional instability, including the war in Gaza and developments in Syria, while still facing the severe humanitarian consequences of the escalation of hostilities in Lebanon. The escalation had widespread damage on homes and infrastructure, causing displacement and critical needs despite the cessation of hostilities. OCHA and the LRP continued to highlight high humanitarian needs, with the LRP targeting 3.6 million vulnerable people, including Lebanese, Syrian refugees, Palestinian refugees, migrants, IDPs and returning IDPs. This added pressure to Lebanon's weakened public service, ongoing economic crisis and vulnerability among refugees, migrants and host communities. Women and girls particularly faced continued high exposure to GBV and other protection risks. In response, CDK and local partner Caritas Lebanon (CL) allocated SPA flexible funds, and secured Top-Up funding, to address evolving needs. The funding enabled CL to continue and expand protection services across three shelters, while maintaining a one refugee approach.

3.2 Progress towards Global Goals and Outcomes

This section summarises and highlights key results achieved for each of the four Global Goals together with the 10 Global Outcomes. Results for the **SPRS reporting for 2025** are presented separately in Annex 5, 12 partners have been supported through the programme (SPRS Output

Indicator 1) while **77.030 people** have received direct assistance via humanitarian programmes (SPRS Output Indicator 2). **Three results have been compiled into three case stories** published on CDK's website, presented in Annex 4.

3.2.1

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

Throughout 2025, CDK continued to concentrate its international work in primarily seven SPA partner countries. Thanks to the MoFA full cost extension of the SPA2 with one year, 2026 will be the last year of the global SPA2 programme. CDK worked in partnership with local actors according to 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.

“ I am returning to the life I had lost hope of ever regaining

/ Saher, Jordanian man, Irbid

Protracted crises in partner countries continued to be addressed within the multi-year country-level SPA partnership programmes, which overall progressed as planned throughout 2025, however with some delays in Burkina Faso and Niger due to operational constraints. 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 **77.030 people** with humanitarian and life-saving assistance in 2025, 27.030 above target for humanitarian reach. SPA Top-Up funding secured for 2025 in Lebanon, Jordan and Ukraine allowed CDK to strengthen the ongoing response programming in each country in delivering humanitarian assistance and life-saving aid. Out of the total reach in 2025, **61.699** individuals were reached through our long-term partnerships, including Ukraine and Top-Ups. The surveyed populations **global satisfaction rate** of services provided remained high at **95%** in 2025.

A key added value of CDK's membership in the international Caritas Confederation, is our access to the Emergency Appeal (EA) system modality, coordinated by the Caritas Internationalis (CI) office in Rome. The EA modality is an efficient mechanism for the 162 member organisations (CIMO) operating in more than 200 countries and territories to take swift joint action through appeals launched by local Caritas organisations and church structures. In 2025, CDK continued to utilize the unallocated flexible SPA2 funds to channel support to sudden and onset crisis through the EA modality, supporting localized responses in meeting the needs of the most vulnerable. Out of the total reach in 2025, **15.331 people** received assistance through EA's alone.

CDK's long-term partnerships have continued to be built on, and strengthened through, a Humanitarian-Development-Peace (HDP) nexus approach, combining humanitarian assistance, development efforts, and conflict-sensitive and peace-promoting programming. As confirmed by end-of-programme evaluations in partner countries, the effects of this joint programming approach have led to several positive mutually reinforcing effects for local communities and partners ways of working. CDK and its SPA partners ensured that targeted **crisis affected people and communities are more resilient & self-reliant (Global Outcome 2)** with **85%** of targeted households being more **food secure**, and **71%** of households reporting increased **economic resilience and self-reliance**. Through targeted efforts HDP nexus programming, local partners have continued to implement programmes which enable that the **protection and social cohesion of crisis affected people & communities is improved (Global Outcome 2)**. All long-term partnership programmes implemented components which were **addressing social tensions or building social cohesion**, with **87%** of the surveyed targeted groups under cross-country protection efforts reported having an improved feeling of safety and dignity.

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	Target 2025	Result 2025
GOI 1.1	# of crisis affected people whose essential needs have been addressed	87,800	101,024	65,680	85,302	67,780	57,621	50,000	77,030
GOI 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%	85%	95%*

*2025 Satisfaction data missing from Burkina Faso and Niger.

In 2025, the essential needs of **77,030 crisis-affected people** were addressed through CDK's two SPA programme mechanisms under Global Outcome 1; i) long-term SPA partnerships and Top-Ups; and ii) EAs in sudden onset emergencies, responding to acute crises with unallocated flexible funds. Out of the total reach CDK have gender and age disaggregated data for 55,953 individuals, of which **49% are women** (27,681), **44% are men** (24,570), and **7% are children** (3,702).

The humanitarian reach of 2025 was an increase from 2024, and **27,030 above set annual target**.

The explanation for the over performance in reach, as compared to target set, is explained by the UN International Organisation for Migration (IOM) partnering with Caritas **Bangladesh** as implementing partner. Given CB's influential and effective work with shelter and protection activities in the Cox Bazar Rohingya refugee camp, IOM provided a substantial increase of shelter input material which was effectively utilized through the CDK funded programme, significantly increasing the reach of the shelter programme at the end of 2025. Despite this positive programme development, local partner in **Burkina Faso** experienced setbacks in the regular SPA2 programming due to implementation delays, restriction of activities from national authorities, and a worsening security context in 2025. As such the humanitarian reach of the long-term SPA programme in Burkina Faso was significantly lower in 2025 as compared to 2024. This coincided

with a decrease in budget due to 2024 Top-Up component finalising, which CDK responded to with allocating DKK 1.500 thousand to OCADE's EA, through SPA2 unallocated flexible funds.

The long-term SPA partnership programmes, with the secured Top-Up funding for 2025, allowed CDK through our local partners to provide life-saving support to **61,699** individuals globally, including 6,936 individuals in **Uganda**, 3,507 individuals in **Niger**, 3,850 individuals in **Lebanon**, 30,926 individuals in **Bangladesh**, 325 individuals in **Burkina Faso**, 7,835 individuals in **Jordan**, 2,853 individuals in **Myanmar**, and 3,467 individuals in **Ukraine**. In 2025, CDK implemented SPA **Top-Up funded projects** with partners in Ukraine, Lebanon and Jordan. The Top-Up funding funded intervention in Ukraine marks the fourth year CDK has been supporting Caritas Ukraine. CDK and Caritas Ukraine now have developed a joint Theory of Change to strengthen the partnership and future joint engagements. The Top-Up provided winterisation support to people affected and displaced by Russia's full-scale invasion of Ukraine, providing shelter, energy subsidies and in-kind cash assistance. In Jordan, the Top-Up enabled additional patients to receive Primary Health Care services and referrals to Secondary Health Care services. It also included a comprehensive NCD Management Course for vulnerable people, including cash-for- health and protection components, Mental Health and Psychosocial Support (MHPSS), protection activities and services and counselling, especially women and children at risk of GBV. Through the Top-Up in Lebanon, CL provided case management, psychosocial support, referrals, post-shelter support and livelihood opportunities for women and girls at risk, including Syrian refugees, migrant domestic workers, vulnerable Lebanese and other nationalities. Women supported through livelihood activities used skills in agriculture, food processing and community kitchen activities, linking women's economic empowerment with household food security and community-based food initiatives.

Throughout 2025, CDK allocated DKK **5.640 thousand of unallocated flexible SPA2 funds**, providing funding to sudden onset emergencies by responding to appeals by partners, reaching

“The work we did gave us money for food, but also made the camp safer for everyone. This is why it felt worthwhile.”

/ Rohingya man, Camp 19, Cox Bazar

15.331 individuals. In 2025, CDK channelled DKK 1.500 thousand to **Burkina Faso** to OCADES' EA in Koupéla and Ouargaye municipalities, providing food support and nutritional supplements, strengthening nutritional practices, promotion of income-generating activities, and strengthen social cohesion. Also, DKK 925.000 was allocated to an EA by partner in **Myanmar**, responding to a 7,7-magnitude earthquake in Sagaing, providing food, non-food items (NFI) and Multi-Purpose Cash Assistance (MPCA), as well as shelter, WASH, health, protection and livelihood supporting activities. DKK 500.000 was allocated to **Caritas Bangladesh**, earmarked for humanitarian support (shelter, site improvement, WASH, NFI, food,) in the 33 refugee camps in Ukhiya and livelihood, cash for work (CFW) in the adjacent host communities in Ukhiya and Teknaf. After it became clear that a separate EA launched September 2025 in **Ukraine** would be underfunded, with Caritas Ukraine reducing the scope of intervention, CDK decided to allocate an additional DKK 1.500 thousand for the revised appeal programme. The appeal provided food assistance, drinking water and hygiene assistance, temporary shelter and safe housing, and education service to war affected people. Complementing a donation of own funds (DKK 225,000) towards the EA implemented in the West Bank, Gaza, and East Jerusalem, additional DKK 1.100 thousand SPA2 flexible funds was channelled to **Caritas Jerusalem** to providing immediate humanitarian support through health and Mental Health and Psychosocial Support (MHPSS), and MPCA activities. Lastly, DKK 258.000 was allocated to **Caritas Uganda**, for their EA responding to deadly landslides across the Sebei Region, in the Kween, Bukwo, and Kapchorwa districts, burying entire villages on Mount Elgon's slopes. The EA provided shelter, food, NFI, WASH, emergency health services, protection, road access support, and MHPSS and Livelihood recovery.

“ Whenever I visit the centre, I feel as though I am with my own family, a family that cares about me and every detail of my life ... At Caritas, I feel like an important person with real value.

/ Bashayer, Syrian woman, Jordan

CDK' and partners continue to implement programmes with high rates of satisfaction. Among the surveyed individuals on the timeliness, appropriateness, and quality of services provided, the global **satisfaction rate is 95%** in 2025. Data is however missing in Burkina Faso and Niger, as partners are currently unable to conduct regular satisfaction monitoring exercises, due to the severity of the security situation and associated risks as well as official administrative restrictions in monitoring exercises imposed in 2024. The end-of-programme evolution conducted on-site in Myanmar, provided an opportunity to compliment missing satisfaction data from previous years, where the sampled households reported a very high satisfaction rate of 99%.

3.2.1.2 Global Outcome 2

GO 2	Crisis affected people & communities are more resilient & self-reliant	Target 2022	Result 2022	Target 2023	Result 2023	Target 2024	Result 2024	Target 2025	Result 2025
GOI 2.1	% of targeted households that have strengthened food security	70%	73%	75%	83%	85%	80%	80%	85%
GOI 2.2	% of targeted households with increased economic resilience and self-reliance	60%	54%	65%	86%	70%	87%	75%	71%
GOI 2.3	# and examples of programme components jointly applying lifesaving and long-term development approaches	12	9	12	16	12	18	12	19

Applying a HDP nexus approach, CDK and its partners continues to combine life-saving assistance with long term approaches to increase resilience and self-reliance of vulnerable and marginalised persons and communities. In SPA2 focus is on increasing target HH's food security, economic resilience and self-reliance. Within relevant partnership programmes, among the 10.948 households (HH) that was surveyed in 2025, **85% reported having increased food security**, amounting to 9.291 HHs. Engagement in 2025 includes providing food assistance to displaced and vulnerable households in Lebanon, supporting and strengthened farmer organisations in Uganda, and supporting saving- and value chain groups in Myanmar and Niger. In **Niger**, the

2025 end-of-programme evaluation concluded that food security and nutrition outcomes had significantly improved across implementation years, “83.18% of households have an acceptable food consumption score” and “97.08% of malnourished children recovered a normal nutritional status.”, reflecting a high-level achievement, indicating that both food access and nutritional recovery improved considerably. The evaluation established a clear causal chain between

“ With the right support and training, refugees like me can move from relying on food assistance toward food security.

/ Simon, Sudanese man, Bidibidi, Uganda

activities (cash support, nutrition support, Mamans Lumière, and agricultural inputs) and improved household wellbeing. Along the same lines, conclusions from the evaluation conducted in **Uganda** also show a promising picture. Engaged cooperatives adoption of practices such as row planting, improved seed use, and climate-smart agriculture ensured higher and more reliable harvests. This increased both food availability for consumption and surplus for sale, strengthening resilience. The block farming model in Bidibidi has expanded land access for refugees, increased yields, created agricultural surplus, and reduced prices for engaged populations. The findings provide evidence for market-level impact, beyond household-level improvement. It shows how block farming altered local supply dynamics, leading to price reductions and increased

affordability. The findings also provide evidence that the model reduced dependency on aid and enabled income generation, marking a shift from relief support to resilience. According to the end-of-programme evaluation in **Myanmar**, the CFW component delivered immediate and tangible welfare gains for engaged individuals and families, addressing food insecurity and short-term income needs, especially in lean seasons. Wages were primarily spent on food, agricultural inputs, and essentials, strengthening household resilience. Furthermore, the infrastructure developments conducted by engaged communities improved market access, transport, and service access. However, these results are context-dependent in Myanmar, dependent on security and conflict situations of communities. In 2025, programme data still report that 49% face food insecurity, including negative coping mechanisms such as borrowing for food.

All CDK's current SPA2 partnership programmes have at least one component which aims to increase targeted groups' economic resilience and self-reliance. Support and engagements vary across partnerships and contexts, ranging from loans and saving groups, cooperative activities and agricultural support and training, income generating activities (IGA), MPCA, CFW, livelihoods/vocational training and business development. Among the 14,048 household representatives surveyed across all SPA partnerships in 2025, **71% reported having increased economic resilience and self-reliance**, amounting to 9,937 households. The result is just below the global target set at 75% for 2025 and is an overall decrease as compared to last year. This can be traced to an evident drop of household economic resilience among refugees and farmers supported in Uganda compared to 2024. The sharp decline and volatility in coffee prices significantly affected farmer incomes, cooperative bulking, and collective marketing efforts, particularly in coffee-dependent areas such as Rakai, Masaka, Mityana and Luwero. In addition, the decline in coffee prices was partly driven by a surplus in production among major coffee-producing countries globally, which affected world coffee prices, including Uganda. This reduced returns to farmers and constrained their ability to accumulate savings and productive assets. Adding to this, rising agricultural input and transport costs, coupled with broader economic uncertainty and reduced support to some cooperatives following halted U.S. aid funding, placed additional pressure on household livelihoods. Despite this, the programme evaluation in **Uganda** confirmed the effectiveness of the dual programme pathways supporting economic resilience: agricultural production as well as financial inclusion which have resulted in households covering basic needs independently and building resilience output delivery through behavioural change within saving, long-term investing in productive assets and enterprise activity. Similar financial practices were also evident on community level in **Myanmar**, and in **Niger** where the combination of savings groups, training, and IGAs has resulted in transformational HH economic outcomes, particularly for women. In **Lebanon** the evaluation highlighted that livelihood activities such as skills training, IGA, and CFW translated into concrete economic outcomes, including reduced dependency, economic recovery and increased self-reliance among shelter residents with some women securing employment or starting businesses. In **Bangladesh** in-camp CFW provided income stability and improved living standards, while host-community female business grants have led business growth and resilience.

During 2025, across SPA2 partnerships, **19 programme components jointly applying lifesaving and long-term development approaches** were implemented. These allowed partners to respond holistically by meeting pressing needs and improve long term outcomes. For example, the end-of-programme evaluation in **Jordan** found that programme “*strengthened healthcare quality through a holistic, patient-centred model*” integrating medical, nutritional, and mental health services. Accordingly, integration directly led to improvements beyond clinical health, improving emotional wellbeing, family relations, and health awareness. Similarly, in **Lebanon**, according to the 2025 country level evaluation, the integrated shelter package (shelter, psychosocial care, legal aid, and livelihoods) generated simultaneous improvements across protection, psychosocial, and economic domains for GBV survivors, with post-shelter support improved housing stability and transition outcomes. These conclusions highlight that combining services is critical to achieving meaningful outcomes across humanitarian and development activities.

“The grant gave me a start, but the training taught me how to keep records and save money. That knowledge stays with me.

/ Bengali woman, Ratnapalong

3.2.1.3 Global Outcome 3

GO 3	Protection & social cohesion of crisis affected people & communities is improved	Target 2022	Result 2022	Target 2023	Result 2023	Target 2024	Result 2024	Target 2025	Result 2025
GOI 3.1	% of target group reporting an improved feeling of safety and dignity	55%	65%	60%	63%	60%	86%	65%	87%
GOI 3.2	# and examples of programme components addressing social tensions or building social cohesion	7	12	10	17	12	17	12	13

CDK and local partners follow the Caritas Confederation-wide **Safe and Dignified Programming (SDP)** approach. SDP is a people-centred framework that ensures all humanitarian and development interventions uphold the safety, dignity, rights, and agency of affected populations, integrating protection principles across programmes and organisational practices. Guided by four core principles: i) Prioritise safety and avoid harm, ii) Promote dignity, access and inclusion, iii) Strengthen participation and empowerment, iv) Support accountability and rights. Across CDKs programmes in 2025, **87% of people surveyed reported an increase in feelings of safety and dignity**. The 2025 evaluation in **Lebanon**, concluded significant improvements in safety, dignity, and psychological wellbeing, with GBV survivors reported “*unprecedented feelings of safety*,” in mental health, self-confidence, and emotional stability. This was the foundations upon which shelter residents could start their journey back to recovery and reintegration. The shelter programme in **Bangladesh** also was found to have high impact on participants safety & dignity, with near universal improvement in safety and dignity from informants, “*99% reported improved security and privacy; 100% shelters withstood rains; 95% reduced flood/landslide risk*”. Notably, while CB’s shelter design reduced environmental hazards, in line with SDP it also had transformational impact on dignity and privacy, psychosocial wellbeing, especially for women, with site improvements leading to an, among participants, observed reduction in child illnesses and safer living environments. In **Jordan**, evaluation evidence concluded that the MHPSS had positive ripple effects extended beyond direct benefiting patients, improving social relations in families and behaviour and relationship improvements spreading to “*spouses, children, and neighbours*.”

“Before, when it rained, we could not sleep because water leaked from the roof and the walls collapsed. Now I feel secure, and I can change clothes or breastfeed my baby in privacy.

/ Rohingya woman, Camp 19, Cox Bazar

In line with an HDP-nexus, do-no-harm, and SDP approach, CDK and local partners strive to build social cohesion and integrate conflict preventing programming across all SPA2 programmes. As such, partners programme context-relevant responses which address social tensions and build social cohesion. In 2025, **13 examples of approaches that address social tensions or build social cohesion was identified**. Given the long-term approach to programming, there are overlaps between components

reported on in previous years, and components implemented in 2025. For example, partners still operate through a one refugee approach, in line with commitments for inclusiveness, combating competition of services. Additionally, across displacement settings, host-community inclusion has been critical to mitigate social tension between host communities, and refugees or displaced people. In other partnerships, local partner implements components which have

“ This year, I’ve given my land to refugees... now they don’t steal. There’s friendship

/ Ugandan man, Peace Committee host community member, Bididibi.

the direct aim to build unity, social cohesion, and limit conflict among targeted communities and prevent conflict. Examples include active school and youth peace clubs, offering training, cultural and sporting events, dialogue sessions and debates. The 2025 evaluation in **Myanmar** confirmed strong social cohesion and collective action in engaged communities, where communities’ CFW in infrastructure improvements strengthened cooperation and ownership. Additionally, the VDCs, SGs, VC groups themselves strengthened community-based governance structures and enabled participatory decision-making locally. In **Bangladesh**, dual targeting reduced jealousy, tensions, and improved coexistence between refugee and host communities, while in **Uganda** the programme

promoted unity by integrating refugee and host communities and building peace committees. The evaluation from Uganda provides evidence for a relational impact in Bididibi, where local partners addressed root causes behind conflict (resource, mistrust, and poverty). This resulted in behaviour change in cooperation and dialogue, and contributed to more peaceful norms such as land sharing, joint schooling, and strengthened social cohesion. It demonstrates how integrated peacebuilding and livelihoods interventions reinforce each other. In **Niger**, the saving and loan group model and group dynamics had positive change on social interaction norms, where groups operate on mutual trust, shared lending, and collective repayment systems, as stated in the programme evaluation: *“Trust facilitated business activities and strengthened relationships within the community.”*, this contributed towards structured collective resilience mechanisms where social capital increased alongside financial capital. Lastly, conclusions from OCADES’s evaluation concluded that the programme effectively reduced tensions in fragile contexts through dialogue structures and shared benefits, contributing to peacebuilding outcomes, *“98.55% report good relations between IDPs and host communities”* with *“65% of households observed improved intercommunity relations”*.

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 SPA2 programme promotes organising people into democratic groups and collectives to voice the concerns of its members and those of affected communities, thereby fostering a diversified and strong civil society and promoting 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 2025, **53.595 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 engaged and enabled these groups to collectively mobilize and engage. 2025 recorded **264 examples of initiatives voicing the interests of community members** at local community or national level towards duty-bearers and authorities. The end-of-programme evaluations conducted in all long-term partnerships in 2025 provided some new information and evidence on partners abilities to inspire social and political change, some which had not been reported to CDK previously. In 2025, **16 examples of changes to policies, practices or norms** that have demonstrable links to the activities of CDK, local partners and target groups is reported. Generally, these examples are at the local level, where many relate to positive changes in community social norms. One significant policy-level change recorded was the official approval from local authorities Refugee Relief and Repatriation Commissioner (RRRC) in Bangladesh of local partner CB’s Waste Revive Resilient Shelter (WRRS) model in October 2025. The approval both signifies

a success of local partners push for more environmentally friendly, sustainable and dignifying shelter designs and practises for the more than 1.1 million Rohingya refugees residing in Cox Bazar, as well as a sign of quality in the technical expertise and ingenuity of Caritas Bangladesh in shelter design and development, with sector level impact.

CDK's local partners have continued to contribute to **poor and vulnerable communities becoming more climate resilient and enjoy improved livelihoods (Global Outcome 5)** in 2025. Despite an observed worsening funding landscape, economic, and contextual situation in implementing partner countries, **3,597 households added at least one new climate or environmentally smart technique or practice** in support of resilience and self-reliance in 2025. 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 2025, with a many of the 2024 initiatives continuing implementation in 2025, in support of **promoting climate resilience and improved livelihoods**.

The **rights, potentials, & influence of vulnerable groups (Global Outcome 6)** have been continued to be strengthened across programmes in 2025. Through **empowering 19,293 women economically, socially or politically** and reaching **31,393 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. The efforts of past programmatic years have been evaluated with overall positive conclusions. Local partners have specifically exceeded to create outcome level change for women and girls across programmes with high potential for sustainable change.

3.2.2.1 Global Outcome 4

GO 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	Target 2025	Result 2025
GOI 4.1	# of people organised in democratic & accountable collectives	20,000	366,223	365,000	371,796	370,000	53,625	53,000	53,595
GOI 4.2	# and examples of initiatives voicing the interests of community members at local community or national level	325	298	350	404	375	421	400	264
GOI 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	16	16

Throughout CDK's partnerships in 2025, **53,595 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 through

“ We made a list of issues – seeds, roads, education, and health – and took it to the subcounty budget conference. As a result, a maternity ward is being built, and roads are being worked on.

/ Community member, Uganda

collective mobilisation and advocacy. In **Uganda** 48,839 rights-holders are members of two national advocacy platforms: Ugandan Farmers Common Voice Platform (UFCVP) and National Youth Advocacy Platform (NYAP), as well as members of farmer organisations who engage with duty bearers at various levels, promoting issues of relevance to them and their communities. In Bidibidi, persons are engaged in the three school peace clubs, preventing conflicts and raising awareness about GBV. In **Niger**, 1,050 people are engaged in saving and loan groups and peace clubs. In **Burkina Faso**, 15 saving and loan groups, and 15 peace clubs with 315 active members, while 3,361 rights-holder in **Myanmar** are members of savings and value chain groups. In 2025, Caritas **Jordan** started a new initiative with Youth Clubs, where 30 active youths conduct outreach and community activities in line with programme rationale.

Throughout 2025, various advocacy messages, claims, inputs to policy and governance processes, reports, meetings, dialogue sessions were implemented by CDK's local partners, or right-holder groups engaged to claim or safeguard their rights, advocate for change or engage with various government or non-state duty bearers. In total **264 initiatives and advocacy activities** voicing the interests of community members, or target groups at local community or national level was recorded. This is lower than the annual target of 400, set for 2025. This is mainly explained by a below target number of advocacy activities in **Uganda**, with the second half of 2025 being defined by the run-up towards national elections set for January 2026. Caritas Uganda still implemented 189 initiatives through their support to farmer cooperatives, the UFCVP and the NYAP. Evidence from the end-of-programme UGOPAP evaluation in Uganda show that by 2025, farmer cooperatives and advocacy platforms supported are formally recognized by district governments and integrated into governance and planning processes, regularly participating in policy dialogues and presenting issues at district-level forums. Smallholder farmers and their cooperatives actively participated in district and sub-county planning and budgeting processes, presenting prioritized community issues that resulted in allocation of public resources to infrastructure and social services, including roads, maternity wards, and water facilities.

16 changes to policies, practices or norms that have demonstratable links to the activities of CDK, and local partners were recorded in 2025. Like previous reporting years the most prevalent sphere of change are within local norms and practices, such as progress around changing mental health stigmas in **Jordan**, as informed by evaluation evidence. However, a key policy-level milestone for CDKs SPA2 programme materialised in **Bangladesh**, with the official approval of Caritas Bangladesh' (CB) Waste Revive Resilient Shelter (WRRS) design model from the local authorities Refugee Relief and Repatriation Commissioner (RRRC). The process for more sustainable shelters, in the highly politized shelter sector in Bangladesh, has been pursued by CB since the start of SPA2, and have involved an iterative process of research, testing, design and display, lobbying and engagement in shelter coordination working groups. This actual approval involved extensive technical review at sector level and has generated great interest from other humanitarian actors in circular shelter approaches in general, and in the WRRS model in particular, showcasing potential for replication and sector-wide learning. This result also has put the importance of early waste segregation and environmental planning within shelter programmes, even prior to construction, on the agenda and has created an enabling environment for environmentally responsible and circular shelter approaches. CDKs role and added value in this process was confirmed by the 2025 evaluation, where CDK's input and support helped elevate CB's visibility in the Shelter/NFI Cluster and related technical working groups. Innovations such as WRRS were shared early with sector peers, allowing replication and generating

recognition for CB as a leader in environmentally responsible shelter solutions. For example, WRRS was cited by Shelter Cluster representatives as an emerging model that could be adapted at scale, "*WRRS pilots were shared early with the Shelter Cluster, which allowed others to replicate and adapt. This coherence saved time across the sector.*". As such, with CDK support CB have taken a more active role in coordination spaces, ensuring alignment with the Joint Response Plan and helped to position Caritas as a serious, evidence-driven actor in the sector.

66 Caritas's shelter pilots shaped our standards. Even if they cannot scale them alone, others can help carry the ideas forward

/Shelter Cluster representative, Bangladesh

In **Lebanon**, Caritas Lebanon (CL) has also used sector coordination fora and technical working groups strategically to enhance standards and improve practice. CL's evidence from frontline implementation and engagement with target groups informed sector discussions on assistance

adequacy. This contributed to adjustments in practice, including the increase of Emergency Cash Assistance from USD 90 to USD 150 and the Cash-for-Work daily wage rate from USD 12 to USD 15, making support more responsive to inflation, protection risks, and household needs. Additionally, through the Protection Case Management Task Force and its co-leadership of the BML Protection and Child Protection Working Groups, CL's technical and field-based input influenced the development of Protection Case Management standard operating procedures. This helped strengthen harmonized case management practices, referral pathways, confidentiality safeguards, and survivor-centred approaches.

3.2.2.2

Global Outcome 5

GO 5	Poor & vulnerable communities are organised, climate resilient & enjoy improved livelihoods	Target 2022	Result 2022	Target 2023	Result 2023	Target 2024	Result 2024	Target 2025	Result 2025
GOI 5.1	# of targeted households who added at least one new climate and/or environmentally smart technique and/or practice in support of resilience and self-reliance.	5000	7,386	5,000	8,520	7,000	4,159	3,000	3,597
GOI 5.2	# and examples of green innovations and/or initiatives promoting climate resilience and improved livelihoods	n/a	No data	5	13	5	16	5	6

In 2025, **3,597 HH added at least one new climate or environmentally smart technique or practice** in support of resilience and self-reliance across Uganda (2,441 HH), Burkina Faso (20 HH), Niger (25), Myanmar (899 HH), and Bangladesh (212 HH). The observed reduction in level of adoption of new techniques and practices among targeted HH from 2024 continued in 2025. HH saturation in terms of adoption is expected to continue into 2026. The end-of-programme evaluations across partnerships provided insights into the retention and effects of the techniques or practices adopted. In **Uganda**, evidence emerged of climate-smart agriculture practices such as improved seed varieties, saving and multiplication, row planting and spacing, soil conservation and agroforestry, water-efficient farming being institutionalized in supported cooperatives. While it improved soil fertility, sustainable land use, and reduced climate-related risks, it increased surplus production, contributed towards price stabilization and income increase. In **Bangladesh** site improvements such as slope stabilization and landslide mitigation measures, drainage system improvements, pathway and infrastructure upgrading for flood control measures in settlements implemented together with refugee communities was found to improved safety, stability of living conditions and resilience to environmental risks. Although not confirmed by programme monitoring data, Rohingya participants themselves have noted a consistent decrease in sickness among children, as one respondent state, *"Earlier, water would collect around our shelter, bringing mosquitoes and sickness. Now, drains carry it away. My children fall sick less often."* In **Myanmar**, farmers trained and introduction of seed banks, climate-smart agriculture led to diversified livelihoods and improved agricultural productivity and enhanced capacity to adapt to climate shocks. Sustainability of results in Myanmar is however dependent on the conflict and contextual developments going forward, with communities facing higher levels of insecurity naturally facing higher obstacles for long-term results. In Burkina Faso and Niger results are less conclusive. While the evaluation in **Burkina Faso** concluded that climate-smart agriculture improved irrigation methods, gardening adapted to climate variability, and soil and water management techniques had positive contributions to diversified income sources and food consumption, CDK and partners conducted in-depth study on of the components "soil-less" vegetable production initiative, which concluded that the yields were too weak to justify the activity as an income generating activity without stronger technical assistance and better control of in-put (water, seeds, materials). In **Niger**, off-ground gardening, small-scale irrigation and improved crop practices have had some positive contribution to food security, and survival capacity with fewer negative coping behaviours, households still depend partly on aid while facing structural constraints such as high poverty, conflict and displacement.

3.2.2.3

Global Outcome 6

GO 6	Rights, potentials, & influence of vulnerable groups have been strengthened	Target 2022	Result 2022	Target 2023	Result 2023	Target 2024	Result 2024	Target 2025	Result 2025
GOI 6.1	# of women economically, socially and/or politically empowered	10,000	2,337	15,000	99,464	15,000	16,904	15,000	19,293
GOI 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	7	8
GOI 6.3	# of rights holders provided with rights awareness information	10,000	304,554	12,500	690,166	20,000	56,242	20,000	31,393

Under **Global Outcome 6**, the rights, potentials and influence of groups facing vulnerability are promoted, with a particular focus on youth and women. Gender mainstreaming is a key cross-cutting focus within all country programmes and international engagements of CDK, while

“Now men accept that women can earn equally. This change cannot be undone.”

/ Host-community leader,
Ratnapalong, Bangladesh

targeted efforts to empower women and safeguard women’s rights are being implemented across all country-level programmes. Overall, the programme reported **19.293 women being economically, socially or politically empowered in 2025**, which is 4.293 above planned annual target. Caritas **Uganda** reported 13.484 women as more empowered through economic gain, skill improvement, and access to decision-making positions, resources and land use, as well as or representation on leadership bodies. In **Burkina Faso**, OCADES reported 355 women and girls being trained and participated in savings groups giving access to loans and credit, as well as some 23 women surviving GBV, receiving support and care kits. In **Niger** 672 women are part of saving and loan groups and actively benefit from

access to loans and credit. In **Myanmar**, 1.526 women participated in cash for work activities, and 1983 women benefit from membership in Saving Groups & Committees. In **Lebanon**, 289 women completed livelihood skills training, and received access to legal aid, medical care, MHPSS and case management. In Bangladesh 129 women have improved economic circumstances through CFW and 100 women in host-communities have received training and business grants to micro-businesses ventures. In **Jordan**, 732 women have accessed pre/post-natal services as well as women who participate in the NCD management course.

Since SPA2 programme initiation in 2022, the targeted efforts to empower women by local partners and CDK have been following HDP-nexus, SDP, and HRBA approaches. The country-level evaluations have provided evidence towards outcome level change within women’s empowerment. As noted in Lessons Learned reported in the Annual Progress Report 2023 to the MoFA, there was observed spillover effects between increasing women’s economic rights, and positive contributions on their social and political rights across programmes. Evidence from the evaluation in Bangladesh conclude that just by providing women and men the same wages for CFW activities and organising the work in a safe and dignifying way together with communities, challenged prevailing norms and fostered new expectations for fairness. Women reported increased confidence in decision-making, both in households and in community groups. This was the case both in and outside the refugee camps “I now speak in community meetings. Before, I stayed silent.” as one Rohingya woman, said. In **Uganda**, the evaluation provided clear evidence of a clear structural shift in the women’s economic roles, where women moved beyond subsistence-level or unpaid

“I was able to access my own land and trained other women to claim their land rights.”

/ Female Informant, Uganda

labour to engage as active income-generating actors with improved access to land, inputs, and finance, as well as control over productive assets and economic decision-making. The evaluation also indicates a shift in social power of women gaining more respect and recognition within communities while also more active participation in decision-making spaces and as change agents through advocacy initiatives. Similarly, in both **Burkina Faso** and **Niger**, the evaluation conclude that women moved from financial dependency towards active economic actors while increasingly participate in community governance. In **Lebanon**, women’s empowerment outcomes across programme objectives (protection, healthcare, legal aid, and livelihood support) were evident, one noteworthy, unexpected impact result was

the evaluation finding that some former shelter residents independently became “community leaders and peer supporters.” upon transitioning from the safe shelter, supporting other women or victims of GBV, indicating sustained empowerment and social impact.

8 examples of vulnerable youth actively engaged in programme implementation and/or community/societal development were recorded in 2025, promoting meaningful participation and inclusion of youth across programmes. Across programmes, youth continues to play an active part in implementation of programmes through peace clubs (Burkina Faso, Uganda), cooperative and advocacy platform members (Uganda), community outreach and social work and activities (Jordan, Lebanon, Niger). According to the 2025 evaluation in Uganda, a significant previously unknown result was that at least 23 past youth programme participants transitioned into governance roles, including elected positions, representing a clear outcome in youth political

empowerment. The newly formed Youth Club in **Jordan**, implemented the “World Mental Health Awareness Day”, with oversight and logistical support from Caritas Jordan (CJ). The youth club itself is operating in a semi-independent manner, with the committee meeting and planning in coordination CJ staff.

31.393 rights holders were provided with rights awareness information in 2025, 11.393 above set global target. The decrease in individuals reach as compared to 2024, is due to an overall decrease of reach across all programmes. In **Burkina Faso**, the past successful work of facilitating and sensitising communities, vulnerable individuals and IDPs on acquiring ID-cards to access serviced, had to be permanently halted in 2025 due to new government restrictions.

3.2.3

Global Goal 3 – Build Global Solidarity

In 2025, CDK continued to build global solidarity and advance global and local connectedness and coordination by amplifying the voices of the poor through coordinated communication, public education, 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. In the second half of 2025, CDK updated and revised the global indicators relating to Information and Public Engagement (IPE), both to capture more relevant results and to better reflect the activities conducted.

Target groups in Denmark have **been informed on & engaged in activities for social transformation, global solidarity, & care for our common good (Global Outcome 7)**. CDK have been active in writing articles across news outlets and has informed the public about Danish international development and humanitarian action, including through the CDK podcast, reaching **35.500 unique listings** and downloads in 2025, and educational outreach engaging a total of **2,378 students**.

There are **three notable examples of changes to confederation policies** in 2025. Through CDK’s engagement within the Confederation, the Emergency Appeal System have been revised and improved, secondly, CDK contributed to establishing a global Rapid Response Fund, and developing and piloting the new Confederation-wide Modus Operandi, governing how partnerships between local and international CIMOs in humanitarian action and development support.

3.2.3.1

Global Outcome 7

GO 7	Target groups in Denmark have been informed on & en-gaged in activities for social transformation, global solidari-ty, & care for our common good	Target 2022	Results 2022	Target 2023	Results 2023	Target 2024	Result 2024	Target 2025	Result 2025
GOI 7.1	# of advocacy and awareness-raising activities conducted by CDK with strategic relevance for the Caritas Internationalis Confederation	4	2	4	78	4	5	4	6
GOI 7.2	# of engagements conducted by CDK focusing on the SDGs or Human Rights, targeting youths in and outside Denmark.	12	17	20	21	20	12	10	13
GOI 7.3	# of unique listings and views of CDK’s podcast annually	5000	11.498	16.500	21.992	18.500	36.659	20.500	35.500

In 2025 CDK focused on developing ongoing, and proven successful, activities as well as on new initiatives and approaches. **Through five op-ed, articles and joint statements** in leading national media outlets, including Kristeligt Dagblad, Information, Altinget, Berlingske, and Jyllands-Posten, CDK reached a large and diverse segment of the population with content on Danish development cooperation and humanitarian aid in Gaza and Armenia. The article on Arminia in Jyllands-Posten

was based on an interview with the Secretary General of Caritas Arminia and aligned with our focus on securing local ownership and participation in engagement activities.

CDK has also reinforced other engagement activities through collaboration with different SPA partners and partners in the Caritas Confederation. Our podcast reached approximately **35,500 listeners** in 2025. Two episodes on debt relief to developing countries were made in partnership with Caritas Africa and Oxfam Denmark and was actively shared within the Global Caritas network, extending both reach and engagement while deepening understanding of global debt and justice issues. Another episode, on the significance of religion in development cooperation, was made in partnership with Dan Church Aid, ADRA Denmark, Caritas Ukraine and Caritas Georgia. CDK also co-hosted and held a webinar for European Caritas organizations on the use of podcasts.

“ The project has expanded Caritas Uganda’s visibility and credibility as a development actor, evidenced by the broad media coverage

/ Cynthia, Caritas Uganda

CDK’s Educational outreach engaged a total of **2,378 students** (equivalent to 113 classes) through interdisciplinary teaching materials on Uganda published on aline.dk, while direct engagement reached **22 schools** through a Globus project and through outreach to school leaders and teachers at FAKS’ annual meeting. Through a new youth exchange and engagement program, 20 young Danish students traveled with CDK to **Cambodia** and participated in a health and education project together with local teachers

and doctors. Upon returning to Denmark, the participants reached and engaged Danish target groups through school presentations and a podcast. One of the participants wrote an article in the magazine Katolsk Indblik. The magazine is circulated to **27.000 readers**.

CDK’s presence at the public events Ungdommens Folkemøde, Folkemødet on Bornholm, and Himmelske Dage created additional opportunities for direct dialogue, visibility, and engagement with diverse audiences, particularly young people, in Danish development cooperation in Uganda.

3.2.3.b Global Outcome 8

GO 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	Target 2025	Result 2025
GOI 8.1	# and examples of policy engagements by CI on local leadership, gender and nexus agendas	2	2	2	2	2	2	2	3
GOI 8.2	# and examples of changes to policies in CI and the Caritas Confederation	1	2	1	4	1	1	2	3

The **Caritas Confederation** continues to be one of the world’s largest international aid networks, comprising **162 member organisations** (CIMOS) operating in more than **200 countries and territories**. To support its mission, Caritas Confederation engages in advocacy at multiple levels—including the United Nations (with offices in Geneva and New York), the European Union (through the Caritas Europa secretariat in Brussels), and the African Union (via the Caritas Africa secretariat), among others. Caritas Internationalis is also a member of the Steering Committee for Humanitarian Response (SCHR). CDK is strategically leveraging on this network by engaging in key working structures, in order to support the confederations development and contribute to strategic changes. In 2025, CDK’s Humanitarian Coordinator continued active participation in **the CI Humanitarian Policy Task Force (HPTF)**. Much emphasis in 2025 continued to be Rapid Onset Crises advocacy particularly in the Middle East, Sudan and the DRC. HPTF developed advocacy messages that were used at various levels, including during Human Rights Council sessions (24 February–4 April 2025 for Sudan, DRC, Myanmar, Gaza), a high-level event on Sudan at the UN General Assembly, OCHA briefings and pledging conferences.

As for advocacy local leadership, HPTF collaborated with the Charter4Change, NEAR and the Irish Government to organise a roundtable for local actors to dialogue with donors in Geneva on

16 October in conjunction with the **Grand Bargain annual meeting**. HPTF supported the organisation on a session on localisation and partnership with external stakeholders (UN agencies) during the CI Sahel Working Group meeting in Senegal (3–7 February 2025) to exchange on the implementation of the Grand Bargain's localisation commitments. This is included a prevalent role of **CDK local partner OCADES** (Caritas Burkina Faso).

CDK funded **Caritas Uganda's participation in the CI delegation to the UNHCR Global Refugee Forum** Progress Review, in Geneva in December 2025. This mid-term review aimed to evaluate progress made in the implementation of the pledges made at the Global Refugee Forum in December 2023. With point of departure in the SPA funded programme, Caritas Uganda was particularly significant in supporting and following up on the Multistakeholder Pledge on Climate Action by presenting a Caritas Uganda best practice and local perspective. CU also presented in a side event co-hosted by CI, ACT Alliance and JRS on local leadership from a FBO perspective.

CDK continued to represent European Caritas organisations on both the 16-member CI Humanitarian Committee and the CI Communication and Fundraising Committee. Concretely, through her seat on the Humanitarian Committee, CDK's Head of International Department engaged in **revising the global Caritas Emergency Appeal system** with important priorities of local leadership. Additionally, CDK contributed to **drafting ToR Rapid Response Fund** to increase the speed of decision making and response to crisis. The Fund's purpose is to reserve funds which can be allocated so-called forgotten humanitarian crises, that does not make it to the global mainstream media and are not easily funded. Thereby, CDK is upholding its priority of both LNOB and the notion that local actors are often best positioned to respond to a crisis, if they are given external financial resources. The new EA system will be implemented in 2026. Likewise, CDK with point of departure in its own local leadership ambitions and experience with implementing multi-annual partnership agreements (Framework partnership Agreements) with SPA funding, was instrumental in revising Caritas Partnership Principles and a new Modus Operandi (MO) governing collaboration between Caritas organisations in the global North and South. It is being implemented on an experimental basis in 2026, where CDK is among the first CIMO to pilot the MO within its ongoing partnership with Caritas Jordan.

In 2025, CDK MEAL Coordinator took up the position as Chairman for the newly established CI MEAL Working Group. The group is tasked with developing a global MEAL system for the Confederation, to both track results towards the Confederation Strategy adopted in 2024, and to collect impact evidence across the confederations work. The MEAL system is still under development, with a draft MEAL Framework to be officially approved by the Confederation Representative Council. However, CDK played a significant role in developing a stronger MEAL culture within the confederation, through taking a leading role in the process of initiating an Evaluation of the confederation strategy launch and working structures, as well as developing indicators and methods of monitoring and contributing to drafting the CI MEAL Framework and work plan. This is significant because there has not been a systematic way of collecting result evidence within the confederation before.

As a Charter4Change signatory, CDK actively promoted local leadership within the C4C network. In 2025, CDK provided financial assistance via SPA flex-funds to the C4C Secretariat as well as their local advocacy fund, hosted by Lebanon Humanitarian & Development Forum in Beirut.

3.2.4

Global Goal 4 – Increase the Effectiveness of the Caritas Confederation

Through Global Goal 4, CDK 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 2025, all CDK's local SPA partners actively worked on improving their accountability adherence to the joint CIMS framework or CHS standards. CDK's partnership 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. In 2025 the actual percentage transferred to capacity support was 6%. These joint efforts will contribute towards partners' continued ability to **design, manage and deliver effective people centred quality programmes in compliance with CIMS and CHS (Global Outcome 9)**. Like last year, 2025 country-level SPA partnerships were all implemented utilizing participatory approaches across the programme cycle. As a strategic objective, CDK continue to enter partnerships that enhances local partner capacities to ensure Participation, Accountability, Non-discrimination and Transparency (PANT) and HBRA principles in a systematic way on organisational level, by mainstreaming capacity building efforts with a CIMS- and CHS-focus across country programmes. These cross-cutting and partnership objectives were integrated into the Terms of Reference for the of programme evaluations across partnerships, with a specific focus on CDK's added value in partnership with local Caritas organisations. As a key partnership objective, CDK works alongside local partners to diversify their funding and access to resource. In 2025 CDK developing 11 new funding opportunities in cooperation with its local SPA partners for both institutional and private donors, were CDK where possible takes to role of co-applicant to allow partners to take up leadership in delivering support and implementing projects.

3.2.4.a Global Outcome 9

GO 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	Target 2025	Result 2025
GOI 9.1	% of local partners progressing to comply with CIMS and/or CHS	100%	100%	100%	100%	100%	100%	100%	100%
GOI 9.2	% of country partners applying participatory programme cycle management	80%	100%	85%	95%	90%	100%	100%	100%

In 2025, **all partners within CDK's SPA programme are progressing to comply with CIMS or CHS** standards. The CIMS are common for all CIMOs and comprise of five standards, including organisational registration and ethical codes, governance and organisation, finance and accountability, stakeholder involvement, and safeguarding. As stated under Global Outcome 8, in 2025, CDK contributed to a revision of the CIMS. The revision process was implemented from November 2025 to April 2026 by an external consultant commissioned by CI, in close dialogue and consultation with key stakeholders across the confederation. CDK provided input and feedback throughout the revision process. Also, given that there is substantial overlap between the CIMS and the CHS, as well as the Safe and Dignified Programming (SDP), CDK tabled a discussion on alignment in CI Humanitarian Committee Discussions, and engagement is underway with colleagues working with HQAI (the CHS audit firm) on a pilot project in the Caritas network, in order to avoid duplication and further improve coordination. This is in line with the so called "due diligence passporting" agenda, which aims to ease the compliance and audit resources invested across standards, by merging compliance and accountability processes, in line with local leadership processes.

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 2025, the actual budget percentage pledged for capacity support was 6%. Caritas **Lebanon** is fully CIMS compliant. Caritas **Jordan** continued to improve organisational systems and procedures in line with CIMS requirements, including updating of SOPs (referrals, field visits, cash support) and have updated their anti-fraud and anti-corruption policies. With the organisational and programmatic restructuring process in 2025, institutional strengthening remained a key priority for Caritas **Uganda**, with partners reviewing and updating their policies and procedures enhancing compliance with CIMS and reinforcing accountability mechanisms. For example, Caritas Arua and Yumbe field staff undertook a refresher training on CHS, strengthening quality and accountability in programs. Some notable examples from partnership engagements include Caritas **Bangladesh** (CB) recent initiated CHS certification procedure with hands-on

guidance from CDK. CB is CIMS certified (re-certified in 2024), and CDK's support for CB has particularly focussed on the CIMS 5th standard regarding safeguarding contributing to the CHS process. Additionally, in **Myanmar** CDK's partners have now been fully CIMS certified, across all

“ In previous emergencies, we did not follow CHS guidelines. Following the [project] trainings we now integrate CHS into the response /.../ We now have a well-functioning system

/ Partner Informant, Myanmar

standards, and an improvement plan to increase the assessment score at the next audit (2028 or 2029) is developed. Although no formal decision by the partner is made towards CHS certification, given the current contextual situation, CDK has an organisational development project running in parallel with the HDP-programme, which directly assisting the partner to be aligned with CHS. A separate Evaluation on the organisational development project concluded that awareness and application of humanitarian standards, particularly the Core Humanitarian Standards (CHS), across the country network has increased. This has significantly improved the quality of emergency responses.

The CIMS are well-aligned with the principles of Human Rights-Based Approach (HRBA) and PANT principles and provide CDK and its local partners with jointly agreed standards complemented by Catholic Social Teaching and Safe and Dignified Programming. Caritas Uganda trained CDK team in Copenhagen

on SDP in November. In 2025, **all partners followed 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.b Global Outcome 10

GO 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	Target 2025	Result 2025
GOI 10.1	# and examples opportunities developed for local partners' resource mobilisation and financial sustainability	0	0	2	17	10	13	10	11
GOI 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	2.5	2.86

A key CDK commitment within CDK's long-term partnerships is fair allocation of joint resources as well as concrete actions to expand local partners access to funding and recourses. In 2025, **11 resource mobilisation and financial sustainability opportunities** were developed with local partners for institutional and private donors. Most notable results include the securing of private funds from Guldberg Plan Fonden together with Caritas **Ukraine**, securing a DKK 4.900 thousand grant from Novo Nordisk Foundation in **Jordan**, partnering with Caritas Jordan and a local research institute, and securing two DK MoFA Top-Up grants in Ukraine and Lebanon. In 2025, CDK decided to increase the contribution to indirect cost recovery in all SPA2 programme budgets from 5 to 7% from 2026 and onwards, in line with local leadership commitments. This is in line with the ambition to contribute towards fair allocation of resources between CDK and local partners, as well as contribute towards partners financial sustainability in long-term partnerships.

2025 marked the second year CDK monitored local partners' self-assessed capacity to conduit effective advocacy and outreach using an index score derived from an online questionnaire. This is also used to adopt organisational support within programmes when appropriate to support local partners become more influential actors. In 2025, **The average of partners' self-assessed perception of their advocacy capacities on a scale from 1-4** (where 4 represents high capacity) **in 2025 was recorded at 2.86**. This is a slight decrease from previous year, however above global annual target set. The index score factors in political contextual situation of partner organisation, which across many programme contexts have been seen a worsening since 2024. Partners, especially in Sahel, face more direct interference and tighter government control over activities,

effectively shrinking the space to advocate and collaborate with duty-bearers. The escalating conflicts in Lebanon and Palestine, and their negative spillover effects in neighbouring **Jordan**, are also straining local partners' ability to work towards reform and policy-level change.

3.3 Programmatic Approaches and Strategic Priorities

This year's focus: Exit strategies and sustainability

As part of the SPA2 reporting requirements, CDK as a partner to the MoFA, are expected to reflect upon a specific subject as part of their narrative reporting. For 2025 the subject is "exit strategy" which is guided by three questions posed by the ministry. It is worth underlining that for CDK, the terms "exit strategy" is somewhat outdated, which does not capture the partnership principles and modality which CDK operate through. For us, sustainability planning better captures our way of working.

1. Managing transitions with partners

SPA2 sustainability planning and transition considerations are **discussed** and **managed** together with local partners throughout the whole programme life cycle, from start to finalisation. CDK's sustainability considerations and transition procedures are stipulated in the International Manual, which guides the process of phasing and closing partnerships in a systematic and orderly way, including jointly drafting exit plans together with local partners. For each long-term partnership, the Framework Partnership (FPA) agreement sets out the terms and joint expectations of all CDK's long-term SPA2 partnerships, including partnership scope and finalisation around the funding arrangements. On an annual basis (with few exceptions), CDK and local partners conduct an Annual Partnership Dialogue, taking stock of the quality of the partnership, and if it lives up to expectations and the level of performance in the cooperation. Local partners also report on an annual basis how sustainability plans upon programme finalisation are considered and evolve throughout the implementation period, which is reviewed by CDK programme coordinators and MEAL Coordinator with regards to key commitments under CHS, CIMS, do-no-harm, and safe and dignified programming. Specifically, under CHS, CDK are obliged work to ensure that its local partners effectively communicate to targeted communities and engaged individuals of the scope, source, nature, and timeline of support provided. With that said, the FPA agreement, and CDK partnership principles, as stipulated in the Local Leadership Strategy, puts emphasis on mutual accountability within the **roles and responsibilities** within CDK partnerships. Meaning that when local partners enter a partnership with CDK, they engage in mutual accountability commitments for joint programming and follow-up, including sustainability and accountability considerations to local communities. In line with CDK's local leadership commitments, CDK actively work to transfer decision-making power to local partner and extend the flexibility and long-term scope of SPA2 to local partnerships. As such, long-term partners operate under the same programming modality and scope as CDK. In 2025, all partners report that they have informed targeted communities of the scope and life cycle of the programme. Some have reported on additional efforts to secure alternative and diversified funding; others have developed sustainability plans towards engaged communities and groups to strengthen sustainability of efforts in 2026. These have been guided by evaluation evidence from each country, which had an explicit objective to provide insights on the likelihood of results and support structures continuing in the future, even after programme finalisation.

2. Sustainability, risk and accountability

When **planning** or **implementing** a partnership **transition** and **finalisation**, there are several **sustainability, risk** and **accountability considerations** which CDK and partners consider. Key consid-

erations include local partners' financial and institutional sustainability, capacities and abilities, as well as the vulnerability of the engaged community and whether the engagement is sustainable.

Firstly, in relation to targeted communities: Given CDK's strong commitment and track record of locally led programmes, and local partners' alignments to HRBA, Safe and Dignifying Programming, and participatory approaches, the transfer of knowledge, systems, tools, and responsibilities to local actors and communities are inherent in the programming modality, with high level of community ownership of interventions and local decision-making structures. In relation to sustainability of programme results, country-level evaluations have been critical in providing programme-specific insights for evidence-based decision making in programme adjustment and adaptation to enhance sustainability of results. The evaluations were carried out in 2025, despite the full cost extension of SPA2 into 2026, to allow time for partners to make necessary adaptations and identify critical services that may require phased withdrawal. This was a strategic decision by CDK and partners to facilitate the last year of SPA2 implementation and thereby ethical and effective phase out from some targeted communities. A key emerging theme identified among all programme evaluations, was that local ownership and capacity strengthening contributed to the likelihood of strategic results under CDK's SPA2 programme being sustained.

Secondly, for engaged partners, institutional development and capacity strengthening are integrated into all long-term partnerships to support operational and institutional sustainability. Because CDK works closely with a limited number of partners, phase outs and transitions can be tailored to context and partner's needs. Sustainability plans developed with partners consider key risks, including alternative support to vulnerable communities, operational capacity, safeguarding and protection, reputation, value for money, and partnership quality. CDK also supports partners' access to funding beyond SPA2 and encourages them to lead fundraising efforts where appropriate. In this way, CDK designs and implements long-term partnerships with the explicit aim of contributing to partners' financial sustainability.

3. Learning and future engagement

During SPA2 implementation, no long-term partners have been phased out, and there are no examples of programme closures to report. Looking further back, CDK have finalised partnerships for various reasons, such as shifting donor priorities, countries transitioning out of ODA list of recipients, value for money, lack of accountability and compliance or simply because objectives reached sustainable results. However, CDK's local partnerships undergo regular transitions within the framework of long-term partnerships. With partners in Sahel, programmes have transitioned from being more development oriented towards more humanitarian service delivery and social cohesion through a HDP nexus approach, based on the needs of the context. The same can be said for the partner in Myanmar, which has emerged as an even stronger national actor as many INGOs faced difficulties in effective implementation in Myanmar. Our programme in Lebanon started as a development-oriented livelihood partnership, with non-ODA funding, where Caritas Lebanon's livelihood department developed and became an active part of the organisations profile and expertise, further contributing into the holistic shelter programme implemented through SPA2. With experience of HDP nexus-transitioning from Sahel and learning emerging from past transition processes, CDK worked during SPA2 with Caritas Uganda on developing a more lean and holistic programme response, moving from implementation of two separate programmes, divided by humanitarian and development support, towards an larger organisational transition, with Caritas Uganda (CU) taking up a leading coordinating and governance role nationally. By merging the two programmes into one joint HDP-nexus response, with updated organisational set up and joint procedures, coordination and organisation of CU have taken major steps forward. This will be an added value for planned SPA3 programming. An overall learning from these examples, which are incorporated into CDK's Local Leadership strategy, is that CDKs role and added value within partnership is to accompany and amplify partners transitions, based on their and the needs of vulnerable people. CDK has learned that our partnership modality gives space and jointly owned processes to manage finalisations, phase outs, or transitions within partnerships. Given SPA2 finalisation, and the opportunities provided with CDK having applied for SPA3, all current partnerships of CDK stand before a period of transition, where the nature of past partnerships are likely to change, and any programme finalisations or phase outs will be an opportunity to learn. However, it should be highlighted that CDK's partnerships with local Caritas organisations are driven by more relationships than a SPA2 agreement alone. We are also bound by common

values and purpose of solidarity, joined by membership in a global confederation. Partnerships and relations built through SPA2 is a valuable resource going forward, specifically when CDK responds to global crisis through the EA modality, with own and ODA resources.

3.4 Programme Monitoring

3.4.1 Monitoring of the Programme

In 2025 programme **monitoring visits were conducted in all programme countries** by CDK staff, including Ukraine. However, in Burkina Faso, Niger, and Myanmar, CDK could not visit programme sites, nor directly meet with programme participants given the security situations in the countries. In 2025, CDK organized two MEAL capacity sharing events with partners in **Uganda** and **Jordan**, following recommendations from the 2024 Danida Review. Key programme staff participated in three-day workshops held by CDK MEAL Coordinator. The workshops focused on strengthening capacities within results-based management, and how to build adaptive, fit-for purpose MEAL systems, and improve information collection and use.

All SPA2 country programmes were externally evaluated in 2025. Evaluations approaches were utilisation-focused, learning-oriented, and relied on participatory, rights-based, and gender-sensitive approaches. All applied the **OECD/DAC evaluation criteria** of Relevance, Coherence, Efficiency, Effectiveness, Impact, and Sustainability, while also incorporating CDK cross-cutting programme approaches. Following CDK's commitment to transferring ownership of evidence, and sharing accountability with partners, the evaluations were locally led and jointly planned and managed, allowing partners to define priorities, engage and commission national consultants, and steer the evaluation design to dissemination. As a result, there was an observed strengthening of partners' evaluation management capacities and learning. The evaluation found all programmes to be highly **relevant** and **coherent**, aligning with rights-holders' needs and national response plans. **Efficiency** was consistently notable, with resources well-optimised to achieve significant or strong **effectiveness**. **Impact** results were largely strong, evident, or positive, while sustainability ranged from partial to confirmed, indicating solid potential for lasting **sustainable** outcomes. Cross-cutting programme approaches were applied with notable to strong success, and CDK's added value was confirmed through technical, strategic, and leadership support which strengthened partners' capacities, ensured follow-up, and advanced mainstreaming efforts of programme approaches. The evaluations document clear mutually reinforcing examples of 'what works and why' among the OECD criteria assessed. The emerged theme from the evidence is that shifting the power in programme responses is essential for impact. Local ownership, flexibility, and nexus programming ensured programmes met needs and adapted to contexts. Adherence to global and national frameworks, with coordination and trust-based partnerships reinforced coherence, despite external constraints. Efficient resource use and adaptive implementation allowed programmes to function effectively under crisis conditions, while community engagement, empowerment, and resilience-oriented programming ensured effectiveness. Impact was shown through consistent economic, social, and institutional strengthening, generating ripple effects at household, community, and governance level. Although sustainability varied, continued funding, local ownership, and capacity strengthening contributed to the likelihood of strategic results being sustained in the future.

CDK has now institutionalised this evaluation approach, making locally led evaluations the expected standard practice. This commitment reinforces CDK's role as an enabler of local leadership, programme quality, and accountability, while allowing partners to have greater ownership of evidence generation.

3.4.2

Risk Monitoring and Mitigation Measures

CDK maintains an organisational risk matrix with each department in the organisations analysing risk in relation to contextual, programmatic, and institutional risks such as protection issues, SEAH, and staff safety. The **CDK management team regularly update the risk matrix** (twice a year) and ad hoc if context so require. Also, the CDK security focal point is involved, and staff were in 2025 continuously HEAT-trained by the service provider Travel & Risk. 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 UN structure and continuous monitoring. Unfortunately, the increasing volatile security situation in Sahel in 2025 caused a security incident for CDK staff during a monitoring mission to Niger. Also, the worsening security situation in Middle East have prompted increased monitoring and closer partner dialogue with Caritas partners across the region including the Caritas Regional Office in Beirut. Programmatic adjustments include remote monitoring, adjusted MEAL frameworks and enhanced communication during **prolonged access constraints to project sites such as in Gaza, Myanmar, Niger and Burkina Faso**. To counter SEAH risks, measures like CIMS and CHS compliance, participant feedback mechanisms, and data protection are implemented. Partner staff are trained on code of conduct, do-no-harm and safeguarding policies, practice and principles. Communities are made aware of staff expected behaviours and the possibility to report any misconduct via the complaint mechanism. Conflict risks between IDPs, refugees, and host communities are some places 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. In 2025 **CDK encountered yet increasing difficulties and risks in transferring funds** to Myanmar, Burkina Faso and Niger adding to complexity but mitigated with alternative measures and transfers in smaller portions.

3.4.3

Financial Monitoring

Financial monitoring is conducted through a structured, risk-based approach. Visits to partners are carried out at least once within two years to review administrative systems, internal controls, and documentation practices, and to provide guidance for strengthening financial management and compliance. Additional visits may be scheduled based on assessed risk levels, audit findings, or reporting through the CDK complaints mechanism. As of 2025, CDK has re-booted financial monitoring to establish a baseline for each local partner to enhance financial management, administration and donor compliance further. A checklist is applied to ensure full information on the partners' capacities to further strengthen capacity and ensure the proper use of CDK funds. This new design for financial monitoring visits is done jointly with CDK programme staff and combines field visits, meetings with local auditors to discuss audit findings and updated audit instructions, demonstration of systems and frameworks applied by the partners and actual training of staff on finance and administration based on needs identified by the partner. The aim is to have a holistic approach to monitoring, combining finance, administration and programme implementation to impact more and better. To further support financial monitoring, online monitoring is also applied.

In addition to financial monitoring visits, partners provide quarterly financial reports to CDK using standardised templates created by CDK. CDK directly commissions external audits of partner accounts, following the audit guidelines issued by its Danish auditor. Audit findings are thoroughly reviewed and addressed by CDK through regular follow-up with local partners and are discussed directly with the local auditor during financial monitoring visits. CDK is tasked with maintaining financial consistency by reviewing quarterly financial reports from partners, supporting capacity development, and ensuring compliance with donor and internal regulations. Through this robust framework of oversight and assistance, CDK upholds strong financial management standards and ensures that programme funds are used responsibly, efficiently, and in full compliance with donor requirements.

4. Conclusions and Lessons Learned

In 2025 CDK's SPA2 programme has demonstrated that a locally led, adaptive, and partnership-based approach remains both highly **relevant** and **effective** in **addressing protracted crises** under increasingly constrained global conditions. Despite challenging global context, marked by declining ODA, geopolitical instability, and restricted operational environments, the programme largely achieved strong results across **all four Global Goals**. High humanitarian reach of 77,030 people, with consistently strong satisfaction levels (95%), where positive evaluation findings across all partner countries confirm that the programme delivers **timely, appropriate, and impactful humanitarian assistance**.

The **Humanitarian–Development–Peace (HDP) nexus** approach has generated **clear added value for partners and communities**. Integrated interventions, combining immediate assistance with longer-term resilience-building have contributed to **improvements in food security** (85% of surveyed households), **economic resilience** (71% of surveyed households), and **social cohesion** (87% households reporting increased safety and dignity). Evidence from country evaluations further shows that combining services such as livelihoods, protection, and psychosocial support has led to sustainable and transformative outcomes.

The **transfer of 86% of funds** to local partners, combined with **systematic capacity strengthening** and strong commitments to **local leadership**, has enabled partners to respond effectively in complex contexts and increasingly **take leadership** within their respective sectors. This has also contributed to broader system-level influence, such as **policy and practice changes** and **strengthened civil society engagement** through organised community groups and advocacy platforms.

At the same time, **persistent structural challenges** such as shrinking funding, restricted civic space, and security constraints, particularly in the Sahel and fragile contexts, continue to limit timely implementation, monitoring, and some advocacy efforts. Sustainability remains relatively context-dependent, with positive outcomes evident across the portfolio while, however, vulnerable to external shocks, funding gaps, and political instability.

Overall, the 2025 results confirm that **flexible funding, adaptive programming, and long-term partnerships** are essential to maintaining relevance and achieving impact in volatile environments. The global Caritas Confederation outreach and local access is key in delivering on a LNOB commitment. Going forward, sustaining results will require continued investment in partner capacities, diversified funding strategies, and approaches that continue to strengthen local ownership while mitigating increasing external risks.

Key Lessons Learnt and Recommendations

- CDK has learnt, through evidence, that livelihood interventions are most effective when aligned with local capacities, market realities and immediate needs. Simple, accessible solutions (e.g. savings schemes or cash-for-work) can sometimes outperform technically complex models, particularly in fragile settings, and can be adapted to link humanitarian assistance with longer-term economic opportunities.
- CDK's adaptive programming and flexible funding, combined with strong locally led partner collaborations, are essential towards effectiveness in changing volatile contexts. Investing in trusted local partners, capacity development, and established networks enabled rapid adaptation and sustained relevance of CDKs partnerships. At the same time, practical, community-based solutions drive tangible results and supports the transition from humanitarian response to longer-term development.
- The introduction the FPA has required local partners, and CDK, to adapt and learn new partnership approaches, which are still being refined through ongoing learning. A key insight is the importance of separating the strategic and organisational commitments from programme deliverables, to maintain focus at the partnership level. Similarly, partnership review processes, such as APD, should continue to be distinguished from routine programme M&E.
- CDK learnt that locally led evaluations is an (cost)effective approach, showing little quality difference compared to past international tenders. While strengthening accountability, the collaborative locally led evaluation process also fostered mutual learning and trust, a culture of shared transparency and responsibility between CDK and partners. Joint validation sessions enhanced adaptive management and promoted the use of evidence for decision-making.
- In a turbulent year in the international support and cooperation sector, the Caritas Emergency Appeal (EA) system modality, using pooled funding and faith-based structure to reach very remote communities with humanitarian assistance, in time of crisis continues to be an effective mechanism in supporting local responses and meeting the needs of the most vulnerable.