



Leveraging Faith towards Inclusive and Just Societies 2020–2024

PROGRESS REPORT TO NORAD 2022



NORWEGIAN CHURCH AID
actalliance

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Every day, Baraka Lotumieki Mollel (24) sees how the climate crisis affects farmers. As an agronomist he inspires young people to think about food safety. He is responsible for following up farmers in six districts in Tanzania together with seven other agronomists.
Photo: Håvard Bjelland/Norwegian Church Aid

REFLECTIONS



NCA 75 years celebrations in Tanzania.
Photo: Norwegian Church Aid, Tanzania

Commemorating its 75 years of service, NCA marked the year not only by looking back but more so by looking ahead. 2022 is a testimony that the world can change overnight, and that organisations such as NCA must constantly adapt to new realities and find solutions to new challenges.

Russia's invasion of Ukraine in February and the escalation of the war have had devastating effects on the country and people in Ukraine. Furthermore, it has had repercussions in the rest of the world, as we see most notably in increased energy prices and inflation. Countries that rely on the import of basic food items are facing increased food insecurity, adding to the already existing challenges posed by climate change and the ripples from two years of the COVID-19 pandemic.

In 2022 women in Afghanistan saw a further shrinking of their liberties, culminating in the ban on women's participation in higher education and on working for NGOs. In a world that is getting more and more polarised, many of the countries where NCA is working are witnessing that the space for civil society is shrinking.

Even in these contexts and circumstances of grave challenges, NCA documents change and hope. Through tireless efforts in local communities and with faith leaders, NCA is contributing to changing the status quo and ensuring that young men and women can aspire to change the world.

The global civil society grant ensured that:



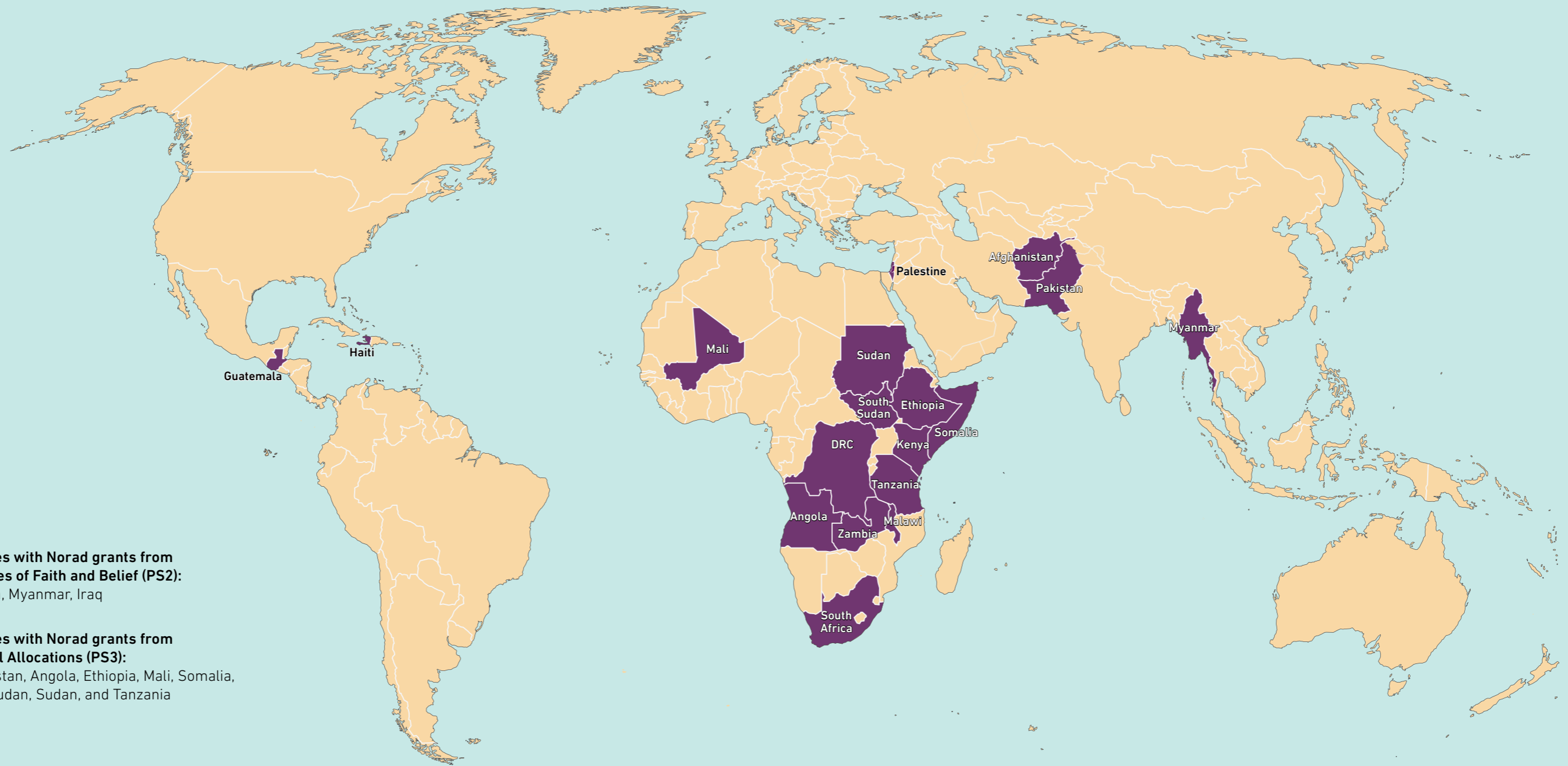
Dagfinn Høybråten
Dagfinn Høybråten

NCA's Secretary General

NCA'S NORAD PORTFOLIO COUNTRIES

COUNTRIES WITH FUNDING FROM NORAD CIVIL SOCIETY GRANT (PS1)*

* In addition to these, the civil society grant also funded the Regional Eastern Africa Peacebuilding Programme, the Regional Southern Africa Programme, and the Global Ecumenical Partners.



Countries with Norad grants from Minorities of Faith and Belief (PS2):
Pakistan, Myanmar, Iraq

Countries with Norad grants from Regional Allocations (PS3):
Afghanistan, Angola, Ethiopia, Mali, Somalia, South Sudan, Sudan, and Tanzania

INTRODUCTION

1



Safe water from cistern in Chiange, Angola.
Photo: Håvard Bjelland/Norwegian Church Aid

This report captures highlights of the third year of implementation of the global civil society grant under the five-year Cooperation Agreement with Norad (2020–2024).

The following chapters feature examples of results from all six Global Programmes and Strategic Initiatives, provide valuable progress analysis and explain deviations compared to the plan. Through the examples and results presented, NCA lifts achievements and stories of change, resulting from the projects NCA's partners implement with the Norad Civil Society grant.

The report also has a chapter dedicated to reflecting on the crucial steps made in 2022 to strengthen and mainstream working with civil society and faith actors.

Finally, an update is provided on advances made in 2022 supporting NCA's ambitions for improving programme quality, sustainability, and mitigation of risks.

NCA collects data, reviews reports, and looks back at meetings, monitoring visits, and stories told by partners and individuals. There is no doubt that NCA and Norad's contributions through this grant lead to tangible results and lasting changes for the rights-holders and communities with which NCA and partners engage.

Some key figures documenting outreach and achievements of the global civil society grant in 2022:



TABLE 1: OVERVIEW OF 2022 GRANTS AWARDED UNDER THE COOPERATION AGREEMENT (2020–2024)

NCA-Norad Cooperation Agreement (QZA-19/0212) Grants	Country	Value of 2022 grant (NOK)
PS 1: Civil Society Grant Chapter 170.70	Global	211,010,000
PS 2: Rights of minorities of faith and belief Chapter 170.70	Myanmar, Iraq and Pakistan	9,840,518
Total Chapter 170.70		220,850,518
PS 3: Regional Allocation for Afghanistan Chapter 159.72	Afghanistan	11,000,000
Total Chapter 159.72		11,000,000
PS 3: Regional Allocation for Africa Chapter 159.75	Angola	20,000,000
	Mali	7,300,000
	Ethiopia (with SCN)	16,885,729
	Somalia (with SCN)	15,114,272
	South Sudan	35,000,000
	Sudan	15,000,000
	Tanzania	10,700,000
Total Chapter 159.75		120,000,000
Addendum 2: Additional grant for research in Ethiopia (FGM)	Ethiopia	1,171,700
Addendum 10a: Climate Smart Actions for Food Security and Sustainable Incomes	Sudan	3,000,000
Addendum 10b: Ahfad Trauma Centre - Strengthen Trauma Mental Health Services	Sudan	2,000,000
Total Addenda		6,171,700
TOTAL ALL GRANT AMOUNTS GRANTED IN 2022		358,022,218

THEMATIC DISTRIBUTION

All Global Programmes and Strategic Initiatives of NCA's Programme Framework 2020–2030 are included in NCA's global civil society grant from Norad. The Norad civil society grant portfolio contributes significantly to the overall progress of reaching NCA's global outcomes stipulated in NCA's Programme Framework.

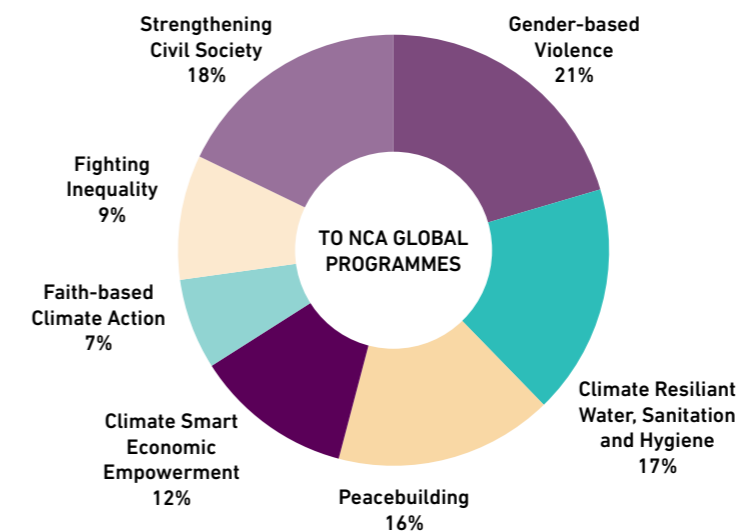
PROGRAMME FRAMEWORK 2020 – 2030



As the pie chart below shows, in 2022, NCA committed most of the civil society portfolio towards NCA's three main global programmes, namely Gender-based Violence (GBV), Climate Resilient Water Sanitation and Hygiene (CRWASH) and Peacebuilding (PB).

These programmes amounted to 54 per cent of the total grant. In chapter three, NCA reports on the programmes' progress, with examples from the various countries contributing to achieving global outcomes.

FIGURE 1: THEMATIC DISTRIBUTION OF NORAD CIVIL SOCIETY GRANT



FINANCIAL SUSTAINABILITY

NCA was able to secure more than NOK 1.5 billion for its work in 2022. Norad and MFA grants amount to 56 per cent of funding to NCA's programmes. The Norad Civil Society grant has a significant catalytic effect on the countries' programmes. The funds enable NCA to deliver on its global outcomes, enhance its technical expertise, build local partners' capacity, and leverage funding from other institutions.

The sustained support from Norad not only enables NCA to have a long-term perspective on our programming, but it also means NCA can invest in building the capacity of its local partners. The

assistance NCA provides to enable the broadening of partners' funding bases is also important. This is catered for by ensuring that local partners are selected as co-applicants in larger proposals and that local partners gain the expertise to be the main applicant in competitive processes.

Central partnerships with other stakeholders in the countries where NCA operates are built and sustained. NCA has for example been entrusted with a 3.5-year grant from the Norwegian embassy in Malawi to promote sustainable food systems for rural resilience and transformation.

FIGURE 2: FUNDING SOURCES FOR NCA'S PROGRAMMES (%)

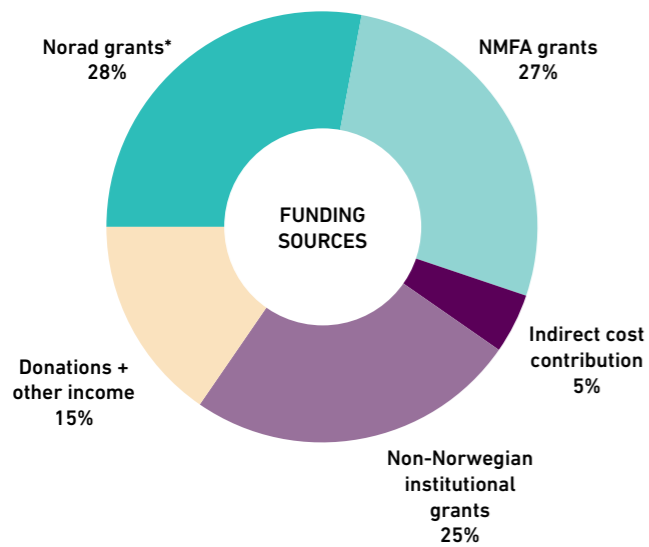
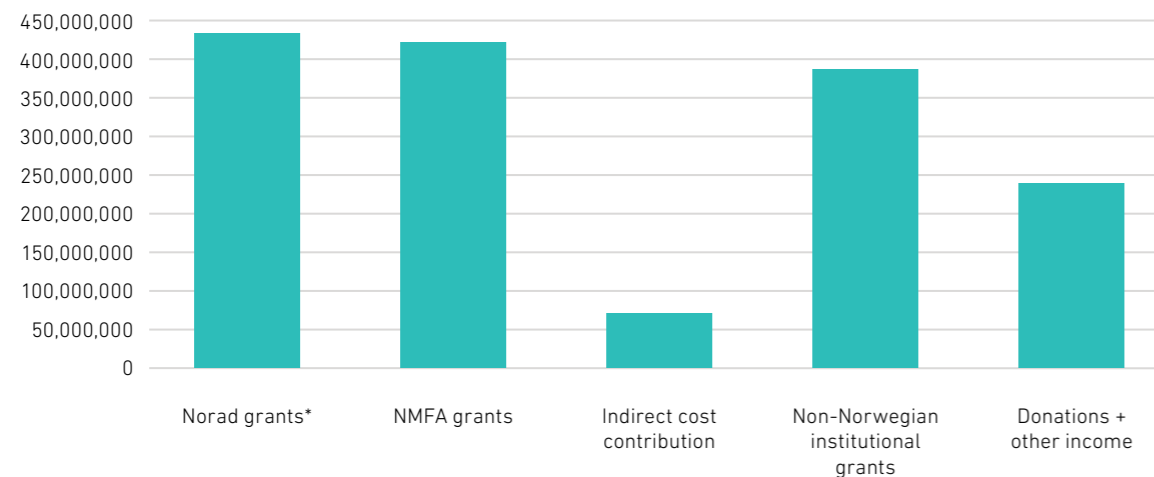


FIGURE 3: FUNDING SOURCES FOR NCA'S PROGRAMMES (NOK)



*Norad grants include balances carried forward from 2021 and re-granted in 2022

NCA's income through private donations in Norway has continued to increase, even in a volatile economic situation with the effects of the pandemic, a war in Europe, and increased energy and food prices. NCA's visibility in the Norwegian media reached an all-time high in 2022, which was an important contributor to NCA's campaigns both towards the annual Lenten campaign and fundraising for NCA's Ukraine response. Both campaigns raised close to NOK 40 million each, despite the campaigns coming so close to each other. It shows both the generosity of the public and the ability and agility of the church network in Norway to handle rapid changes.

Funds raised among the public in Norway secure important co-funding for Norad and gives NCA the needed flexibility to respond quickly when needs arise.

GEOGRAPHIC DISTRIBUTION

The civil society global grant was in 2022 distributed to 16 countries, two regional programmes and one global ecumenical partners' programme. The region with the most significant portion of the civil society grant is Eastern Africa, followed by the Middle East and Asia region.

NCA's Country Offices are encouraged to diversify their funding bases beyond Norwegian sources to mitigate risks related to relying on a few institutional donors. Diversification enables the programmes to scale up activities and outreach to increase NCA's impact. As the Table below shows, most of NCA's programme countries successfully secured significant funding from other sources than the Norad Civil Society grant, making NCA's programmatic portfolio less vulnerable in the long run.

TABLE 2: NORAD CIVIL SOCIETY GRANT AS A PERCENTAGE OF TOTAL INCOME PER COUNTRY

Country	Norad %
Afghanistan	12
Angola	13
Burundi	50
DRC	16
Ethiopia	8
Guatemala	9
Haiti	12
Mali	36
Malawi	9
Myanmar	9
Pakistan	32
Palestine	15
Regional Eastern Africa Peacebuilding Programme	79
Regional Southern Africa Advocacy Programme	85
Somalia	17
South Sudan	11
Sudan	10
Tanzania	23
Zambia	29

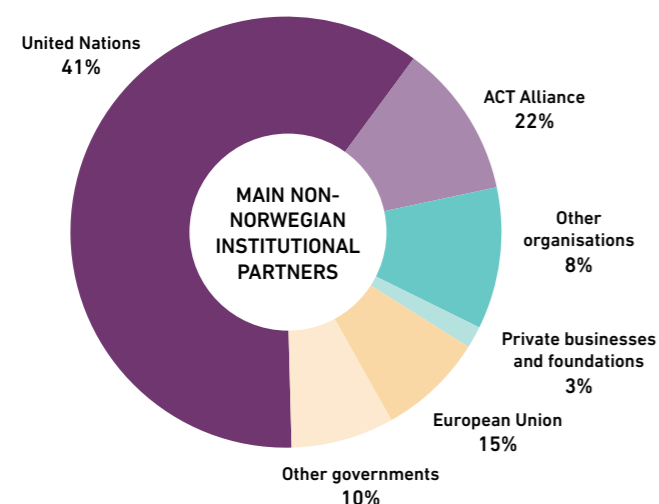
NON-NORWEGIAN INSTITUTIONAL GRANTS

NCA has increased its income from international institutions, non-Norwegian government agencies and private international foundations. Not counting grants from Norad and the Norwegian MFA, other institutional grants amounted to 25 per cent of NCA's total income for 2022. The systematic and continuous efforts of the Communications & Politics Department, the Marketing Department and the Department of International Programmes ensure this development for NCA.

As Figure 4 below shows, UN agencies were the largest non-Norwegian contributors to NCA in 2022, with substantial grants from UN agencies, the largest funding from the United Nations Capital Development Fund (UNCDF), the United Nations Development Fund (UNDP) and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). In 2022 NCA was able to respond extensively to the crisis in Afghanistan thanks to a large grant from UNDP.

Aside from considerable financial support from DanChurchAid (DCA), NCA has maintained a steady level of funding from the European Union (INTPA), Camoes (sub-grantee of INTPA), Population Services International, and embassies to name a few.

FIGURE 4: NON-NORWEGIAN DONOR CATEGORIES



Signing of a UNDP grant for Afghanistan.
Photo: Margrethe Volden/Norwegian Church Aid

STRENGTHENING CIVIL SOCIETY



NCA Tanzania organised a "Youth Caravan" to amplify the important role that young people play in promoting peace and social cohesion in the Zanzibar archipelago.
Photo: Raymond Kasoga/Norwegian Church Aid

OVERALL GOAL: Civil society actors and space are strengthened to foster human rights and dignity and empower people to participate in the development and implementation of public policies, development plans and humanitarian responses

COUNTRIES CONTRIBUTING TO THE GOAL: Afghanistan, Angola, DRC, Eastern Africa Regional Peacebuilding Programme, Ethiopia, Guatemala, Haiti, Malawi, Mali, Myanmar, Pakistan, Palestine, Southern Africa Regional Programme, Somalia, South Sudan, Sudan, Tanzania, Zambia, and Global Ecumenical Partners



Local community group in Jimma, Ethiopia.
Photo: Jon Ragne Bolstad/Norwegian Church Aid



Country Director Anne Cathrine Seland received the Mali Aid Localisation Champion Award from Mr. Oumarou Diarra, Minister Delegate to the Minister of Health and Social Development, in charge of Humanitarian Action, Solidarity, Refugees and Displaced Persons.
Photo: Norwegian Church Aid, Mali

CONTEXT IN BRIEF

NCA believes that strong civil society actors and an enabling environment for civil society are prerequisites for participatory democracy, accountable governance, and social justice. This work is more important than ever. According to V-Dem, advances in global levels of democracy made over the last 35 years have been wiped out. Seventy-two per cent of the world's population, 5.7 billion people, live in autocracies as of 2022. NCA programmes in countries such as **Mali, Afghanistan, Guatemala, Haiti, Sudan,** and **Tanzania** have all become more autocratic in the last 10 years. Apart from **Zambia**, all NCA countries are rated as either closed or repressed in 2022 according to CIVICUS civil society monitoring.

Despite these circumstances, NCA's partners have demonstrated a strong ability to remain in the communities and implement programmes. NCA's main approach is to work with faith-based partners, this network being a solid foundation for NCA's engagement.

In this context, NCA welcomes and encourages the recent increased attention towards Locally Led Development. It was a great inspiration to NCA when NCA's office in the Sahel received the Mali Aid Localisation Champion Award in 2022 because of NCA's systematic approach to strengthening the capacity of its local partners in **Mali**.

The importance of a robust civil society and a partner-based approach was demonstrated clearly during COVID-19 when local actors were vital in the response. During the floods in **Pakistan** in 2022, NCA's partners were not only able to respond, but the continuous efforts in building resilient communities mitigated further devastation.

PROGRESS TOWARDS OUTPUTS

GLOBAL OUTPUT 1.1: RIGHTS-HOLDERS ARE MOBILISED FOR COLLECTIVE ACTION ON COMMON INTERESTS

In 2022, nearly 70,000 rights-holders were mobilised for collective action. Community mobilisation is vital to creating ownership and lasting sustainable solutions. The results are directly attributed to taking advantage of existing structures and methodologies.

Tanzania managed to triple the mobilisation compared to the plan, reaching 9,500 people because of more effective programme integration using local structures such as savings- and loan groups, paralegal units, as well as existing interfaith committees.

Despite a very fragile space for civil society, NCA's partners in **Sudan** have with great success managed to mobilise more than 6,700 people by using the community conversation methodology across all programmes.

In **DRC**, NCA mobilised five times as many rights-holders as initially targeted. This positive difference is explained by the implementation of the SASA! Together- methodology. Activists and community leaders facilitated more community mobilisation activities than planned.

GLOBAL OUTPUT 2.1: DUTY-BEARERS ARE HELD ACCOUNTABLE BY CIVIL SOCIETY ACTORS

NCA's programmes follow a rights-based approach, in which rights-holders engage with duty-bearers to advocate for interests, rights and services. These advocacy initiatives are defined as deliberate processes to influence duty-bearers, directly and indirectly, to support and implement actions that contribute to a specific mutual objective. They can be local or national in scale. Of 156 advocacy initiatives launched or ongoing in 2022, more than 100 led to changes in laws, policies, norms, or practices. Faith-based partners were natural and important partners in many of these initiatives.

In **Ethiopia**, NCA was among a few international organisations actively engaged in the ongoing national anti-Gender-based Violence (GBV) policy development, facilitating consultative meetings, reviewing drafts, and providing inputs.

A focus of the Fighting Inequality Programme in **Tanzania** has been to secure access to universal health care. Through a multistakeholder forum, faith actors and other civil society organisations developed a common agenda and together advocated for changes. As a result of this work, a new healthcare bill was presented for the first time in September 2022. This is a great achievement for our partners and an important step towards making universal health care a reality in Tanzania.

In **Pakistan**, NCA and its partners established 58 Village Development Committees (VDCs). The VDCs held several meetings with various duty-bearers to raise issues important to the communities. These included the availability and access to safe drinking water, adequate sanitation facilities, and disposal of and collection of solid waste. As a result, stagnant water was removed, an anti-mosquito fumigation campaign was conducted, and a sanitation services company was hired to collect solid waste from their areas. Health risks were reduced through the collaborative efforts of rights-holders and duty-bearers.

Although the tendency is to focus on national processes, what NCA and its partners do locally with communities is important to ensure local legitimacy. In **Mali** NCA and partners inspired 64 such local initiatives, far more than expected. One example of a local initiative is the establishment of "watch committees". They are responsible for verifying the ages of young girls and giving their consent before weddings take place. Religious leaders now consult these watch committees before officiating marriage ceremonies.

GLOBAL OUTPUT 3.1: UNDERREPRESENTED GROUPS ARE EMPOWERED TO PARTICIPATE IN DECISION-MAKING

NCA supports targeted empowerment and the active inclusion of marginalised groups in decision-making bodies to stimulate participatory governance at all levels. Groups include women, youth, people living with disabilities (PLWD), indigenous, ethnic minorities, and others.

In **Guatemala**, after attending training provided by NCA's local partner, 72 women assumed decision-making positions in the Council of Mayan People of the Western Highland. This is a remarkable result, an increase from 2021 when 14 women took on decision-making positions. The innovative approach has been to combine training, research and action based on the women's own agenda. In addition, quotas were negotiated for women participating at the regional level to ensure their recruitment to national structures. Previously these only operated at the community level, but women responded to the challenge to reach the national level. This is an important inspiration for local women, in a society where men traditionally have held leadership positions.

In **Malawi**, NCA's faith-based partner facilitated the establishment of a youth network, the *National Initiative for Youth in Mining*, with 30 young people from mining districts mobilised to engage with duty-bearers on how mining affects their communities. The youth built their capacity on advocacy- and lobbying techniques and increased their knowledge of the constitution, laws, policies, and guidelines that govern the mining sector in Malawi.

In **South Sudan**, 250 men and women from underrepresented groups were provided with leadership training in advocacy, human rights, and life skills. Eighty per cent of the participants were PLWD. This directly led to an increase in the number of PLWD who engaged in business and leadership initiatives in their own communities.

GLOBAL OUTPUT 4.1: MULTI-ACTOR PLATFORMS ARE BUILT TO WORK TOGETHER FOR SOCIAL CHANGE

Building alliances and platforms between various actors is a key strategy for NCA. In line with NCA's Theory of Change, establishing these platforms is a goal in and of itself as a precondition for proactive civic engagement. In 2022, more than 170 collaborative spaces for various purposes were set up, bringing together instrumental stakeholders across divides of faith, ethnicity, and political, commercial, and civil interests.

In **Angola**, the forming of an alliance between NCA's partner IECA and local parishes of the Catholic Church has shown positive effects at the municipal level. Catechists and priests have jointly put pressure on local governments to prioritise community activities addressing issues of hunger and drought. Several meetings took place in 2022, with the presence of members of the local communities who expressed their opinions.

In **Zambia**, NCA and its partners facilitated 20 collaborative actions, far surpassing the target which was set for two. The use of local structures as spaces for collaboration was the catalytic element in the overachievement. One example is the District Action Committees, where NCA's partners collaborated to make budget submissions to the 2023 national budget. Partners have continued to mobilise communities and create spaces for their engagement with duty-bearers about national resource governance, redistribution, and high-level advocacy to influence policy frameworks.



A church-based monitoring group in Uku, Angola, elect one man and woman to represent them in the municipal council. Their task will be to voice community needs identified by the group through participatory poverty assessments.

Photo: Silje Ander/Norwegian Church Aid

GLOBAL OUTPUT 5.1: INSTITUTIONAL CAPACITIES OF PARTNERS ARE STRENGTHENED

NCA's global indicator measuring this goal is linked to its Partnership Assessment Tool (PAT), and improvement in the score is documented in the final year of the agreement. So far, 56 partners have increased their scores. However, NCA's partnership and localisation approach is deeper and wider than can be measured through this indicator. Here are some examples:

In **Palestine** and **Haiti**, the capacity building of partners is closely linked with the capacity building of the communities to manage their own development through a Survivor Community Led Response (SCLR) methodology. For example, in 2022 an SCLR hub was established in the Middle East region, hosted by the NCA/DCA Joint Country Programme in Palestine. They shared practical experiences and lessons learned with partners and other organisations in the region. Locally, several communities in these countries were also trained to collectively manage funds through the distribution of collective grants.

In **Afghanistan**, women's participation in project activities has been increasingly challenging since the Taliban takeover. NCA deemed it vital to embark on enhancing the capacity of partners when it comes to gender mainstreaming. In 2022, NCA contributed to increasing the capacity of eight partners on gender issues. A booklet exploring gender concepts within Islam was also produced and used as a resource in capacity-building activities to assess gender sensitivity in programming. As a result of the capacity-building, partners reviewed and upgraded 25 policies and guidelines.

TABLE 3: LOCAL CIVIL SOCIETY PARTNERS REACHED AND PROVIDED WITH CAPACITY BUILDING

Country ¹	Partner category	No. of partners reached	No. of partners provided with capacity building
Afghanistan	NGO or Civil Society Organisation	10	0
	Faith-based Organisation	0	0
Angola	NGO or Civil Society Organisation	3	3
	Faith-based Organisation	7	7
	Academia	1	1
DRC	NGO or Civil Society Organisation	7	7
	Faith-based Organisation	5	5
Ethiopia	NGO or Civil Society Organisation	4	3
	Private sector	1	1
	Faith-based Organisation	4	4
Malawi	NGO or Civil Society Organisation	9	9
	Private sector	2	2
	Faith-based Organisation	11	11
Mali	NGO or Civil Society Organisation	9	9
	Faith-based Organisation	0	0
Somalia	NGO or Civil Society Organisation	7	7
	Faith-based Organisation	0	0
	Academia	1	1
South Sudan	NGO or Civil Society Organisation	8	7
	Faith-based Organisation	5	2
	Academia	1	0
Sudan	NGO or Civil Society Organisation	6	6
	Faith-based Organisation	1	1
	Academia	2	2
Tanzania	NGO or Civil Society Organisation	4	4
	Faith-based Organisation	11	10
Zambia	NGO or Civil Society Organisation	9	9
	Faith-based Organisation	6	6
Eastern Africa Regional	NGO or Civil Society Organisation	1	0
	Faith-based Organisation	5	4
	Academia	1	1
Southern Africa Regional	NGO or Civil Society Organisation	5	5
	Faith-based Organisation	3	3
TOTAL		149	130
TOTAL NGO or Civil Society Organisation		82	69
TOTAL Faith-based Organisation		58	53
TOTAL Other		9	8

¹ Guatemala, Haiti, Myanmar, and Palestine are joint country programmes where NCA is not the lead agency, and NCA partners with sister agencies (all FBOs), responsible for the follow-up of local implementing partners. These are not included in the overview above.



Community conversation on GBV in Siraro, Ethiopia.
Photo: Hilina Abebe/Norwegian Church Aid, Ethiopia

DEVIATIONS

The number of rights-holders mobilised has increased by more than 60 per cent compared to the target. This good result can be explained by the fact that active faith leaders have mobilised rights-holders and existing community groups and networks have been used to scale up advocacy initiatives that mobilise people on the local level.

Fewer local partners than anticipated have increased their scores as per results from NCA's Partnership Assessment Tool. However, this indicator is more properly measured towards the end of the timeframe of the implementation of the grant.

The number of partners who have built capacity for emergency preparedness and response is still low compared to the target. NCA will emphasise this aspect even more in the years to come, as it is becoming increasingly important in all contexts.

RESULT CASE

COMMUNITY CONVERSATIONS MOBILISE THOUSANDS IN SUDAN

WHAT: In 2022, NCA and partners rolled out the Community Conversation (CC) methodology as the people of Sudan experienced their civic space closing down. This model proved to be an effective way to mobilise and empower rights-holders. More than 6,700 rights-holders took part in various sessions across programme sectors. As a result, several community groups were formed, such as mother-to-mother support groups, child committees, youth groups, and change- and service committees. Several community leaders started to advocate for the common good of all members, especially women and girls who face GBV and other vulnerabilities.

WHY: Sudan has undergone tremendous political, social, and economic changes. The anticipated positive trajectory envisioned with the regime change in 2019, ended abruptly with a coup d'état in October 2021. Policy changes in 2022 led to the shrinking of civic space, with extensive implications for working through a rights-based approach.

HOW: Community conversations are an inclusive and effective method. It helps rights-holders effectively address specific, local challenges and harness the potential of diverse communities. Inspired by African traditions of engaging in dialogue within and between communities to resolve conflicts and pursue common goals, shared visions are created.

In this context in Sudan, the first step was to train 30 staff from NCA and partner organisations as master trainers, followed by a Training of Trainers (ToT) for community facilitators. Basic training materials were developed and translated into Arabic.

The main entry points for the communities were the different leaders such as religious leaders, traditional leaders, elders, and representatives of various groups such as teachers, farmers, women, and youth. Through facilitated dialogue, everyone has an equal and free voice; community values, attitudes and beliefs are deeply examined. Harmful and favourable practices are identified, consensus is reached, and actions are taken for the common good of the community.

Most importantly this model provides space for a civil society where the doors are closed. There is hope that this ignited flame will keep burning through the difficult times, to keep civil society alive.

PARTNERS: Darfur Development and Reconstruction Agency (DDRA), Hope and Friendship for Development Organization (HOPE), and Emergency Relief Rehabilitation and Development Agency (ERRADA)

SOURCES: Annual reports



*Women and men engaging in community conversations session.
Photo: Balayneh Begna/Norwegian Church Aid, Sudan*

NCA'S GLOBAL PROGRAMMES AND STRATEGIC INITIATIVES

3



*Angelo Diing Diing Akot is a "midwife", trained by NCA's partners to receive newborns in South Sudan.
Photo: Håvard Bjelland/Norwegian Church Aid*

GENDER-BASED VIOLENCE (GBV)



OVERALL GOAL: Women and girls live empowered lives free from gender-based violence

COUNTRIES CONTRIBUTING TO THE GOAL: DRC, Ethiopia, Guatemala, Malawi, Mali, Myanmar, Pakistan, Somalia, Sudan, Zambia, and Global Ecumenical Partners



Information and discussions through playing a game in Bankass, Mali.
Photo: Norwegian Church Aid, Mali

CONTEXT IN BRIEF

2022 saw increasing gaps in Sexual and Reproductive Health Rights (SRHR), increased socio-economic constraints and a growing backlash overall on gender equality.

Gender-based Violence (GBV) remains one of the most widespread, persistent, and grave human rights violations. There is a strong indication that COVID-19 lockdowns increased its prevalence. Female Genital Mutilation (FGM) also affects many women and girls, with alarming prevalence rates. Twenty per cent of women are married before 18, often via forced marriage, exposing them to physical and emotional abuse, and early pregnancy.

While everyone welcomes the digital era, cyberspace has become a breeding ground for violence against women and girls. Those targeted by this violence can suffer physical, sexual, psychological, or economic consequences.

The positive trend in reduced unwanted pregnancies is predicted to turn, due to contraception shortages caused by supply disruption. More than 20 million young women aged 15–19 today have an unmet need for contraception. According to UNESCO, there is also an urgent need for high-quality Comprehensive Sexuality Education (CSE). Many adolescents do not receive sufficient guidance about physical, social, and emotional development in transitioning from childhood to adulthood. Access to SRHR services is essential for their health and ability to plan their lives.

PROGRESS TOWARDS OUTCOMES

NCA and its partners progressed towards achieving the empowerment of women and girls to live lives free from violence. The programme continued to gain traction on work with communities to transform harmful social norms, delivering crucial GBV services, empowering women, and girls, and promoting safe family planning and SRHR.

OUTCOME 1: DOMINANT NORMS TRANSFORMED TO PROTECT GIRLS AND WOMEN FROM VIOLENCE AND HARMFUL PRACTICES

To influence the transformation of negative social norms and harmful practices, NCA continued working with communities using a variety of contextual methodologies including *SASA! Together*; the *Faith Actors Mobilizing Empowerment (FAME) toolkit*; and the *Community Conversations (CC) methodology*. NCA also engaged with authorities to influence the enactment and implementation of legislation to ensure that laws protect women and girls from all forms of violence. In 2022 NCA reached an estimated 2.1 million people with information on the negative effects of GBV through various methodologies including community conversations, radio, and TV messaging.



In the **DRC**, one of the methodologies used is SASA! together, and through this NCA is seeing progress in norms transformation, with testimonies of change from communities and authorities. Some duty-bearers are pledging to protect women and girls from harmful practices. This methodology engages community activists, religious and lay leaders as well as institutions and ensures that GBV prevention is done on all levels.

In **Zambia**, innovative methods were applied to reach community members with information, for example through sports for youth, intergenerational conversations, safe spaces for boys and girls, and open community awareness meetings. A total of 180 community action groups were established and strengthened in 2022 to conduct outreach in support of women's rights, and to prevent GBV. In addition, faith leaders, entrepreneurs and sports coaches conducted community education and sensitisation activities at 180 youth safe clubs, reaching young people with information on human rights, GBV, SRHR and gender. This included 709 people living with disabilities.

To further strengthen NCA's expertise in advocacy, ten staff members participated in a training in Geneva on women's human rights, which NCA co-organised with ACT Alliance and its **global ecumenical partners**. These staff members will form NCA's SRHR and GBV advocacy team to spearhead the implementation of NCA's GBV advocacy strategy.

OUTCOME 2: WOMEN AND GIRLS AT RISK OF VIOLENCE AND SURVIVORS ACCESSED LIFE-SAVING AND SPECIALISED GBV SERVICES

NCA and partners support the establishment and strengthening of existing services and local government structures to ensure women and girls at risk and survivors of GBV access to psychosocial support, GBV case management, and referral to legal and medical care. This includes ensuring that health centres have the capacity and expertise to attend to survivors of GBV. In 2022, close to 4,000 survivors of GBV accessed services relevant and appropriate to their needs. This number is lower than the target for the year and is attributed to COVID-19, as lockdowns made it impossible to map available services and provide information to survivors on where to access services.

On a positive note, NCA reached an estimated 26,000 rights-holders with information about where to access services for themselves or for people they know might be survivors of GBV. In **Malawi**, health workers were trained in the clinical management of rape and psychosocial counselling, while law enforcement personnel were trained on survivor-centred approaches for handling issues related to trafficking in persons and referral mechanisms. GBV cases are now handled in a professional manner. As a result, more survivors are accessing the services. Forty-six health outreach clinics in Malawi were strengthened to provide services to survivors of GBV. In **Ethiopia**, NCA and partners established 25 new referral pathways for survivors of GBV needing specialised services.

In **Mali**, survivors of GBV accessed case management services in safe spaces for women and girls in the Kidal and Gao regions. Through gatherings in these safe spaces, women are now freely discussing, building cohesion and solidarity, and sharing information about the consequences of GBV and how to access services. This has inspired women and girls to break the fear of stigma and seek services.

OUTCOME 3: WOMEN AND ADOLESCENT GIRLS ARE EMPOWERED TO LEAD, BUILD SELF-ESTEEM, AND REALISE THEIR RIGHTS

Empowerment allows women and girls to make their own decisions, control their assets, and influence the policies, processes and institutions that affect their lives, including the structures and institutions that reinforce and perpetuate gender discrimination and inequality. NCA works to ensure that women know their rights and are enabled to claim them. NCA reached an estimated 36,500 women and girls with various capacity-strengthening initiatives towards empowerment.

To promote women's participation in the public sphere in **Pakistan**, NCA and its partners facilitated training in leadership skills for women and girls to enable them to participate in and influence decisions related to climate change. The trained women applied their new knowledge by conducting sessions on protection against heat waves, sharing messages through WhatsApp, and disseminating leaflets in the Sindhi language. Underrepresented groups were represented by women in the



Health providers are one of the biggest gatekeepers for efficient family planning services, which is why NCA is working to give them better training. Testing family planning toolkit with healthcare workers in Malawi. Photo: Haldis Kårstad/ Norwegian Church Aid

provincial Climate Action Network in Sindh. Earlier, women were not part of forums where civil society representatives met the concerned duty-bearers to influence decision-making on climate change issues.

In **Sudan**, more than 1,600 women and young girls were reached through outreach sessions which saw them improve their self-awareness, and self-esteem and enhance their leadership skills. NCA has witnessed an increase in women's involvement in decision-making and active participation in community actions. Women also reported that this level of improvement has given them confidence as individuals and as groups to actively relay their ideas and concerns at various fora. The number of women and adolescent girls who actively participate in community-related activities and provide leadership in the community has improved greatly.

Indigenous adolescent women in **Guatemala** were trained on women's rights, existing laws and information on government agencies responsible for implementing public policies. Empowered by the training, they took on the task of writing a practical proposal for how the community can care for women survivors of violence. Ninety-three per cent of the women reported having experienced a positive change in their lives due to this experience.

OUTCOME 4: WOMEN AND ADOLESCENTS ACCESSED COMPREHENSIVE SEXUALITY EDUCATION (CSE) AND MODERN FAMILY PLANNING

In 2022 NCA made steady progress in this sensitive and contested area of its work, and with its partners broke taboos and fought for reproductive justice through SRHR initiatives. NCA's Comprehensive Sexuality Education (CSE) toolkit was launched in 2022 and is available on NCA's website. The toolkit can be used in and out of school and in humanitarian settings. A fundamental step towards achieving sexual and reproductive justice, the application of the toolkit will contribute to increasing knowledge among staff and partners, raise awareness and increase service delivery to rights-holders. The toolkit has been well received, and several faith leaders have commented that it is a very useful tool they see as important to promote.

NCA's new Family Planning toolkit for healthcare providers was tested at health institutions in **Malawi** engaging trained nurses. The toolkit seeks to increase knowledge of the benefits of family planning to boost both the quantity and quality of family planning coverage and promote dialogue on the health-, social- and economic- benefits of increasing access to family planning services.



In Malawi theatre is often used as an effective means of conveying important messages. A youth club in Mangochi perform a play showing how bad things can get if substance abuse takes over. Misonzi and Jenet talks about how they gather the girls and play netball, and combine it with important information about contraception, HIV, teenage pregnancy, child marriage and family planning.
Photo: Håvard Hovdhaugen/Norwegian Church Aid

The nurses gave positive feedback, especially on the practical sessions on counselling. Testing shows that including value clarification tools is essential when training people in family planning since service providers are often the gatekeepers for adolescents accessing services.

In 2022 a total of 32,236 people, mostly women and girls, accessed CSE and family planning services. Further, an estimated 71,500 people were reached with information on where to access these services. Among them were more than 6,000 women and adolescents in **Ethiopia**, and 24,027 women in **Malawi**, reached with information about CSE and SRHR services.

NCA continued to link CSE sessions with improved access to family planning services, despite the sensitivity and stigma associated with the topic. In **Malawi** CSE in school clubs and peer programmes, combined with improved access to family planning services has increased outreach to young people. In **DRC**, an estimated 2,000 people were reached by community dialogues on SRHR.

DEVIATIONS

Although most COVID-19 restrictions have been lifted, the effects of the pandemic continued to affect the progress of implementation. 2022 was the year it was possible for most to meet with communities physically, and the setbacks became evident. Despite these challenges, community-based programme partners continued to sensitise communities on the negative consequences of GBV, including awareness through information educational communication (IEC) materials. There was also slower progress related to the work on SRHR issues due to the context.

In **DRC**, some activities were suspended in Rutshuru following the crisis caused by the war by the rebel movement M23. This political instability made it more challenging to achieve results. The focus here will in the future be on starting to train health personnel in family planning and other SRHR services, as they often lack training in these areas.

RESULT CASE

BRAVE GUATEMALAN WOMEN BREAKING THE CYCLE OF VIOLENCE

WHAT: Close to 500 Indigenous women and girls in Guatemala decided to break the silence and cycle of violence after information they received from NCA and partners about their rights. Survivors of GBV, the women were empowered and changed through knowledge, food, shelter, medical care, group healing exercises, ancestral and traditional medicine workshops, and legal assistance.

WHY: In Guatemala gender relations and inherent power structures and values manifest themselves in many ways. According to a report by *We Effect* and funded by the EU entitled “*Women of Guatemala*”, almost nine out of ten women in Guatemala have experienced domestic violence. Guatemalan women are affected by high rates of femicide, psychological violence, and sexual violence. Gender-based violence is largely a domestic violence issue, which has increased significantly since 2020. Guatemalan women live in fear for their lives.

HOW: NCA’s partners in Guatemala have worked with Indigenous women and girls, employing various strategies over the years including information and guidance on rights. Available services for survivors of GBV have been mapped. Indigenous women and girls are informed about their rights to a life free from all forms of violence, and how they can access services that are available to them.

Survivors have gained knowledge about the legal framework in Guatemala that protects women, and how it provides protection against violence. They are also referred to shelters for abused women. These shelters have personnel with extensive experience in handling cases. Complex cases are coordinated with organisations that offer other specialised services or additional resources, for example in SRHR to improve care for survivors of different forms of GBV.

Because of the support from NCA and partners, the women have become empowered to stand up for their rights and demand justice and dignity. They are examples of women breaking the cycle of violence. As powerfully expressed by one of the Mayan women:

“They [perpetrators] made me believe that I was fat, ugly, that I was only good for cooking and that I should be quiet, and they ‘blindfolded’ me. Now that I can see, I can raise my voice, and I’m not afraid anymore.”

PARTNER: Jotay Guatemala

SOURCES: Annual Report 2022



*“Daughters of the Moon”, an Indigenous women’s group in San Juan Sacatepequez standing up for their rights, not accepting being blindfolded any longer.
Photo: Esperanza Tubac*

CLIMATE RESILIENT WATER, SANITATION AND HYGIENE (CR WASH)



OVERALL GOAL: People live in healthy and resilient communities by accessing equitable water, sanitation, and hygiene services in an informed and sustainable manner

COUNTRIES CONTRIBUTING TO THE GOAL: Afghanistan, Ethiopia, Haiti, Mali, Pakistan, and Somalia



Water point in Char Asyab district Kabul province.
Photo: Zahra Nabbi/Norwegian Church Aid, Afghanistan

CONTEXT IN BRIEF

A recent WHO and UNICEF Joint Monitoring Report (JMP) states that at current rates, only 37 per cent of the population living in sub-Saharan Africa will be accessing safely managed drinking water by 2030. The report claims that “To achieve the quadrupling of progress needed, funding and financing from the public sector, private sector and donors must increase dramatically¹”.

The trends in sanitation and hygiene practices are similar, posing a considerable risk for people affected by the lack of services. This limits their rights and opportunities for improved living conditions. Despite the challenges, NCA is witnessing that changes are occurring and global results for 2022 are in line with previous years.

NCA and partners believe that improved access to safe water and improved hygiene behaviour are critical to the health and well-being of rights-holders. Furthermore, hygiene is also essential for community development and fosters social cohesion. Among the different aspects of hygiene practices, Menstrual Hygiene Management (MHM) has gained visibility and attention for NCA with the provision of hygiene kits and tailored hygiene sessions for girls and women.

After years of observing how the local weather patterns have changed and directly impacted their lives, communities now have a greater understanding of how climate change affects their daily lives. The expectations and engagement in climate resilience have thus increased.

PROGRESS TOWARDS OUTCOMES

OUTCOME 1: PEOPLE PARTICIPATE IN AND INFLUENCE DECISION-MAKING ABOUT ALL WASH SERVICES THAT AFFECT THEM

In Afghanistan, Ethiopia, Haiti, Mali, Pakistan, and Somalia NCA and partners continued to cooperate with governmental structures to foster dialogue between rights-holders and duty-bearers in terms of CRWASH services. As a result, more than 100 communities expressed satisfaction with the way duty-bearers address community WASH needs. The dialogue mostly revolved around water and sanitation services, water supply governance and Community-Led Total Sanitation (CLTS) campaigns.

In **Mali**, nine advocacy initiatives in which NCA and partners (ASSADEC, TASSAGHT, and GARI) were engaged, have led to changes in local policies and practices. As a result, it is now easier for women to assume the position of president of CRWASH committees. Community members' acceptance of water fees has also increased. Groundwork carried out by the Peacebuilding programme facilitated these results.

In **Afghanistan**, despite the prevalent situation, NCA and partners have been able to keep the dialogue going between communities and authorities around CRWASH concerns. Eight districts have as a result included community recommendations in their plans and 24 inclusive CRWASH committees were formed, and members elected their representatives democratically. In **Haiti**, CRWASH school committees trained by local partner FNGA have met with the school management committee to discuss their recommendations regarding services in the schools. While in **Ethiopia**, 19 WASH committees have worked on developing water tariff systems and bylaws for managing water sources in coordination with the local government.

In **Somalia**, the impact of rights-holders mobilisation was evident in the Banadir region. In 2022 NCA's partner Bani'Adam Relief and Development Organization reached out to the government to obtain approval from landowners to run a pipeline through private land. The government responded positively, and this resulted in a peaceful and coordinated implementation of the pipeline extension. The process of infrastructure development was further supported by rights-holders through contributions that supported the operations and maintenance of pipelines and water points repairs. These led to enhanced ownership, strengthened through proper communication and feedback processes based on the needs and preferences of rights-holders.

¹ <https://washdata.org/reports/state-worlds-drinking-water>

OUTCOME 2: PEOPLE ARE ABLE TO PREPARE AND RESPOND TO CLIMATE-RELATED HAZARDS AND NATURAL DISASTERS AFFECTING WASH SERVICES

Fifty-four communities completed key activities to increase the resilience of their CRWASH services, because of communication with NCA and partners on how to apply methods of Integrated Water Resource Management (IWRM), and Disaster Risk Reduction (DRR).

In synergy with NCA's Faith-Based Climate Change (FBCA) Programme, NCA's partner the Ethiopian Orthodox Church Development and Inter-Church Aid Commission (EOC-DICAC), successfully protected larger areas of land in **Ethiopia**, using Integrated Water Resource Management (IWRM) technology maximising rainwater infiltration, recharging aquifers, and minimising soil erosion.

In **Mali**, where competition over the use of water sources is a potential factor for conflict, NCA responded by training more than 500 men and women on the rational use of water and the need for sharing of water resources. Lamination ponds and climate-resilient infrastructure that recharge the aquifers have in addition been established to maximise the availability of water during the dry seasons.

Despite low confidence in governmental structures and the high reluctance of authorities to expose themselves, NCA and partners in **Haiti** managed to engage local authorities, community leaders and civil society organisations, to make harmonised action plans for Disaster Risk Management (DRM) and WASH service priorities in schools and communities. As a result, schools were included in the community emergency preparedness response plan.

OUTCOME 3: PEOPLE PRACTICE GOOD HYGIENE MEASURES TO PROTECTION AGAINST KEY PUBLIC AND PERSONAL HEALTH RISKS

In 2022 122,030 people were reached with hygiene promotion messages, an essential component of the CRWASH programme. NCA and partners emphasise the importance of handwashing at critical times, as this action is very effective when it comes to improving health and reducing the spread of diseases and viruses.

Experiencing persistent drought in 2022, handwashing was key in preventing outbreaks of Diarrhoea in **Somalia**. This brings promise, as in droughts people tend not to prioritise using water for personal hygiene. In **Afghanistan**, handwashing was reinforced to reach all rights-holders of the programme as a measure to stop the spread of COVID-19. In **Haiti**, students of two supported schools could wash their hands with soap as handwashing stations were established and students were trained in the benefits of their use.

In **Ethiopia**, two groups of women were organised, trained, and supported with equipment to produce reusable sanitary pads. One of the groups has alone produced and distributed more than 2,000 reusable sanitary pads. Beyond generating income for the women producing them, the availability of sanitary pads has helped many adolescent girls go to school during their periods.

NCA and partners in **Pakistan** gave priority in 2022 to Behaviour Change Communication (BCC) campaigns. Local communities were mobilised to clean up public spaces. Due to a lack of landfills, litter is commonly deposited in the streets and common areas. Village development committees met with the water supply and sanitation services company to raise the issue of the need for litter removal. As a result, the company designated a site for dumping waste in the area and committed to removing litter routinely. Cleanliness drives were organised, where people were sensitised to safely dispose of their waste at designated sites. The mobilisation gained the attention of people of nearby villages, who came to see how clean and tidy the streets had become.



Girls learn how to produce low-cost sanitary napkins at public school, Peshawar during the Training need assessment, arranged by NCA as a special pilot initiative. Photo: Tanzila Malik/Norwegian Church Aid, Pakistan



Tadagi Sanitary Pad Producing Enterprise, one of the three cooperatives established in South Ari, Ethiopia that produces reusable sanitary pads. Photo: Kedija Sefa/Norwegian Church Aid



Safe and life-saving water.
Photo: Håvard Bjelland/Norwegian Church Aid



Water and sanitation facilities in a school in Leon, Haiti.
Photo: Johan Hindal/Norwegian Church Aid

OUTCOME 4: PEOPLE ACCESSED SUSTAINABLE, ADEQUATE AND EQUITABLE BASIC SANITATION SERVICES

Through these interventions by NCA and its partners, close to 85,000 women, men, girls and boys gained access to sanitation services in 2022. These include sanitation facilities at household and institutional levels, such as in schools. One such example comes from **Haiti**, where facilities constructed by NCA's partners in 2022 provided 756 students with proper sanitation. Sanitation services also include waste management services, drainage, and vector control. Sanitation activities can present particular challenges when working with pastoralist communities, such as in **Mali** and **Somalia**.

CLTS is the main approach to end open defecation as it is the modality, sometimes adapted to the context, chosen by the government of the countries where NCA works. In **Ethiopia**, 26 villages have gone through the CLTS process, and two youth groups have been capacitated to perform solid waste management and sanitation marketing in Meki town. In **Pakistan**, 22 villages were certified as Open Defecation-Free (ODF) in 2022. To improve both resilience and environmental health, 373 flood-proof toilets were constructed, and community members were trained in solid waste management.

After running a CLTS campaign in **Somalia**, two out of three villages triggered in the Gedo region were declared ODF, a good result considering the pastoralist culture and the inability of local authorities. In **Afghanistan**, a modified CLTS approach led to the rehabilitation of the old latrines in 80 per cent of the households in addition to constructing new latrines.

Working with sedentary communities in **Mali**, NCA and partners have implemented classic CLTS through community volunteers in the Gao region. In communities that have a seminomadic lifestyle, it becomes a challenge to apply the classic CLTS approach. A CASH for latrines model was applied in those locations, with great effects. NCA's partner GARI observed that even families outside of the project were inspired to construct their own latrines.

OUTCOME 5: PEOPLE ACCESSED SUSTAINABLE, SAFE AND AFFORDABLE BASIC DRINKING WATER SUPPLY SERVICES

Water quality, the time needed for the collection and the distance from home are the key parameters monitored by NCA and partners while providing drinking water supply. In 2022, close to 123,000 people gained access to basic drinking water. The sustainable exploitation of water sources, in terms of both the quantity of water possible to abstract and the sources of energy used to pump water, is a crucial area of work for NCA and its partners. A new demand emerging from the communities is also securing the water supply for agriculture and livestock, which secures the livelihoods of rights-holders.

Ethiopia prioritised the application of simple technology options such as gravity-fed systems. These water schemes can, as a result, easily cover their operations- and maintenance costs from the water tariffs collected.

In **Afghanistan**, surveys among the population of target communities show satisfaction with the built and refurbished water systems. Despite the challenges posed by the Taliban de-facto government, NCA and its partners have delivered to expectations. Positive collaboration between NCA's partners RDF and LASOONA and the Public Health Engineering Department resulted in water quality tests performed in public laboratories.

In **Mali**, 104,930 animals accessed water sources, highlighting the importance of multi-use water supply infrastructure with short downtime during breakages. Monitoring shows that 54 per cent of defective water points were repaired in less than two weeks, owing to increased interest and a sense of ownership.

In **Somalia** NCA and partners have managed to reduce water collection time and distance in rural areas. This was shown by a survey reporting that 70 per cent of the targeted rights-holders in the Gedo region now can collect water within 30 minutes or less walking distance. Existing boreholes in target schools in **Haiti** have been motorised with solar-powered engines to provide reliable water to students, teachers, and staff.

DEVIATIONS

In 2022 NCA and partners continued the implementation of its CRWASH programme in six countries characterised by weak government capacity to provide basic services to their citizens. In **Somalia, Mali, Ethiopia** and **Haiti**, safety and security situations have interfered with the work on multiple occasions. In Afghanistan, the Taliban has introduced policies and regulations on INGOs increasing uncertainty and challenges to field operations. A depreciation of the local currency also meant that a few WASH installations could not be realised in 2022.

In **Pakistan**, the floods in 2022 forced NCA and partners to temporarily suspend activities to respond to the emergency, which caused some delays.

In **Mali** and **Somalia**, the frequent arrival of Internally Displaced People (IDPs) in the areas of implementation, often hosted by local communities, made it difficult to perform hygiene and sanitation campaigns as the targets changed in number and composition.

A midline survey conducted in **Mali** showed that only 16 per cent wash their hands with soap on at least three of five critical occasions. With a target of 63 per cent, the result is surprising given the considerable effort made by NCA's partners. It is possible that part of the respondents were IDPs who reached the area after the conclusion of the hygiene campaign, and due to intense displacements in recent years the composition of the population might have changed since the baseline was done in 2019. Similarly in **Somalia**, according to KAP surveys conducted, only 36% of people reported having washed their hands with soap on at least three out of five critical occasions. This underachievement was due to severe drought conditions and water scarcity experienced in project areas as well as large displacements causing high demand for water resources.

RESULT CASE

COMMUNITY ENGAGEMENT CREATES OWNERSHIP OF WATER SUPPLY IN AFGHANISTAN

WHAT: The spring which provides water to the gravity supply system of the Kil Joy village of the Daikundi province is now successfully protected, contributing to improving the health and well-being of the 700 inhabitants of the village. Community members contributed to constructing a stone wall that will protect their spring from landslides, floods, and siltation.

WHY: Protecting water sources is critical in rural Afghanistan, as intense and recurring natural hazards such as flooding, earthquakes, snow avalanches, landslides and droughts are threatening water supply infrastructure. The quality of water sources is also challenged by contamination caused by open defecation, animal waste or other waste coming into water sources. Unprotected water has a negative effect on the health of people living in the area. Communities have lacked the knowledge of climate change, how to adapt, and how to manage risks and improve protection.

HOW: NCA's partner CAWC worked with the village WASH committee and the community to map out hazardous events that may affect them, identifying risks and potential impacts.

The process culminated in the drafting of a community Water Safety Plan (WSP) which emphasises the prevention of risks through the proper design of water infrastructure. The WSP approach is based on community participation and ownership of the water supply system and gives specific community members responsibility for the monitoring of identified risks.

As decided during the preparation of their WSP, 150 community members of Kil Joy were mobilised to build a protection stonewall for the spring supplying water to the community. Each family in the village participated in the communal work sessions and offered their contribution. They contributed with other mitigation measures such as protecting the pipeline from erosion, planting trees to protect the steep slopes from erosion and properly disposing of litter and animal waste.

This project engaged community members for ownership of both process and infrastructure. In addition, NCA's partner also provided women and men in the WASH committees essential training in the topics of the water cycle (precipitation, infiltration, erosion) and water quality (waterborne diseases and disinfection) to ensure sustainability and resilience. Access to safe drinking water for rural communities improves community health and through this contributes to reducing poverty and providing opportunities for economic development.

PARTNERS: Central Afghanistan Welfare Committee (CAWC)

SOURCES: NCA monitoring reports, partner reports



*Training conducted for the WASH committee of Kil Joy Village.
Photo: Sayeed Mujtaba Sajadi/
CAWC*

PEACEBUILDING (PB)



OVERALL GOAL: Societies are more inclusive, cohesive, and peaceful

COUNTRIES CONTRIBUTING TO THE GOAL: Afghanistan, Eastern Africa Regional Peacebuilding Programme (RPP), Mali, Palestine, Somalia, and South Sudan



*Sister Judit works through peacebuilding groups bringing people together to stop violence north of Kuajok in South Sudan.
Photo: Håvard Bjelland//Norwegian Church Aid*



*NCA's partners KAALO and SADO mobilise youth football teams to provide avenues for clans to come together towards peaceful co-existence and dialogue for conflict resolution.
Photo: Dipankar Datta/Norwegian Church Aid, Somalia*

CONTEXT IN BRIEF

In 2022 the world witnessed a dreadful deterioration of violence, with increased international armed interventions, both in areas where NCA was operational, like the DRC and the Sahel, and in countries new to NCA, like Ukraine. This trend feeds from the increase in intolerance and polarisation, which NCA reported in 2020 and 2021. Hateful messages across ethnic, religious, and nationalistic lines are now a daily reality globally.

Violent conflict builds on the continuously shrinking space for civil rights and freedom of expression. Oppressive regimes and radicalism continued to expand in 2022, and democracy was seriously threatened globally after 16 consecutive years of decline. Freedom indicators declined in 102 countries.

The space for the participation of minorities and civil society has been reduced in almost every country implementing NCA's Peacebuilding programme. 2022 saw increased risks for peace activists and minorities in Afghanistan, Ethiopia, the DRC, Mali, Burkina Faso, Palestine and Sudan. Conflicts in those countries carry a demonisation of activists and human rights defenders.

With armed conflict, its consequences on human development also increase. It leads to long-term physical and psychological harm for individuals and societies. It hinders peoples' possibilities to cooperate and help each other to cope with shocks and scarcity and to access basic services, sustainable livelihoods, and justice.

PROGRESS TOWARDS OUTCOMES

OUTCOME 1: RIGHTS-HOLDERS ENJOY INCREASED SOCIAL COHESION

In 2022, NCA supported over 100 sports, cultural and educational activities to promote tolerance and trust across conflict groups and raise awareness of communities living in conflict-affected areas about mutual respect and understanding. Those activities reached nearly 40,000 women, men, girls and boys in **Afghanistan, Mali, Palestine, Somalia, South Sudan** and **Eastern Africa**.

For example, 22 community “peace groups” were formed in **Somalia**, where different social, economic and ethnic groups were invited to participate. Those groups were taken through community conversations to discuss issues affecting their peaceful coexistence now and in the future. Furthermore, youth in Somalia were mobilised to be peace ambassadors through sports. A total of 34 football teams held football tournaments which were also used to convey peace messages to the fans and spectators. The matches attracted over 32,000 spectators, including youth, men, and women. The messages of peace created a bond between youth groups in different villages, thus reducing hostility towards each other.

In addition to working with divided communities, NCA also targeted duty-bearers. In 2022 over 120 government officials and 257 religious leaders in programme countries were trained to promote norms and traditions conducive to the inclusion of marginalised groups and peaceful coexistence across conflict divides.

Ongoing mid-line studies are currently measuring the impact of such activities on overall social cohesion. However, the first results obtained are positive. In **Mali**, constructive social interaction between groups in areas targeted by NCA’s intervention increased from 73 per cent in 2020 to 92 per cent in 2022, demonstrating a clear progression towards social cohesion. Additionally, the percentage of men who recognise the critical role of women in peacebuilding also increased positively from 36 to 61.

OUTCOME 2: PEACE STRUCTURES PREVENT AND TRANSFORM CONFLICT AFFECTING RIGHTS-HOLDERS

In **Afghanistan, Mali, and Somalia**, NCA provided training in conflict analysis, mediation, non-violent communication, and inclusion to more than 580 members of local structures mandated with conflict resolution. These women, men, and youth volunteers are members of the 53 Local Peace Structures (LPS) supported by NCA in 2022 in the most fragile areas of those countries. Essential to the local efforts for inclusive governance and stability, NCA’s support to LPS focused on increasing the participation of marginalised groups, such as youth, women, and ethnic minorities, in local decision-making.

In 2022, LPS addressed 268 conflicts, local and inter-ethnic disputes, and other issues related to natural resource management, provision of basic services, land demarcation, population movement and inheritance. An example of such an intervention is from the Inakafele’s peace structure in Northern **Mali**, where two communities clashed over a school destroyed by flooding. Each community demanded that the new school should be built on their territory. This conflict delayed the construction of a new school, which deprived the children of an entire school year. Thanks to the intervention of the LPS, the two sides agreed on a mutual place to build the new school. The mediation structure’s intervention allowed communities to avoid divisive arguments over land property and ethnicity. Instead, mediators focused the conversation on ideas about the shared benefit, such as the building site’s vulnerability to flooding and access to water and roads.

Another important focus of NCA’s support in 2022 was to improve cooperation between local structures and government authorities. In **Afghanistan**, social cohesion structures supported by NCA have referred 20 cases of local conflicts to the authorities to be addressed through the formal justice system. In return, the local authorities have referred 82 cases of disputes to NCA-supported structures for resolution. After the dramatic shift of context brought about by the Taliban takeover,

NCA and its partners have introduced relevant changes to the social cohesion programme which have paved the way for successfully addressing conflicts. This has been highly appreciated by local stakeholders and was formally recognised in 2022 in an official ceremony.

In **Somalia**, NCA has linked eleven LPS to the Somali National Conflict Early Warning and Response Unit (CEWERU) under the Ministry of Interior, Federal Affairs and Reconciliation. As a result of this intervention, the sharing of early-warning conflict information with the data analyst at the CEWERU unit is now possible. Hence, the government can receive alerts and act appropriately to prevent outbreaks of conflicts in the targeted communities.

It is essential to highlight the increased participation of youth and women in NCA-supported LPSs. For instance, in **South Sudan**, NCA supported the South Sudan Council of Churches (SSCS) to organise a dialogue meeting for 55 local leaders to address growing tensions and disagreements between the host community and refugees about the sharing of local resources in the area. Fourteen women participated in these dialogue meetings, which was acknowledged as a pivotal contribution to the community’s acceptance of the outcomes of the dialogue.



*Peacebuilding activities turn former enemies into friends in Malakal, South Sudan.
Photo: Håvard Bjelland/Norwegian Church Aid*

OUTCOME 3: PEACE PROCESSES ARE MORE INCLUSIVE

In 2022, NCA supported 2,085 women, youth, and other rights-holders from groups traditionally left out of peace processes, with training on their rights to participation, leadership skills and conflict management. In **Mali, Somalia, South Sudan**, and the **Eastern Africa** region, those trained were also supported by NCA to carry out more than 18 advocacy initiatives for their meaningful inclusion in peace talks.

For example, in 2022, NCA’s **Eastern Africa** Regional Peacebuilding programme partnered with NCA **Mali** in convening the first forum of African Women Mediators, bringing 25 female representatives from the Great Lakes region, the Horn of Africa, and Western Africa. The learning and exchange forum held in Bamako, Mali resulted in the creation of a network that in 2023 will conduct an advocacy mission to the African Union for discussions on the Women, Peace, and Security (WPS) agenda.

In addition to supporting women, youth, and other minorities, NCA and its partners have educated and sensitised duty-bearers about the importance of the participation of women, youth, and minorities in peace processes. In 2022, more than 120 duty-bearers were reached through such interventions by NCA and partners.

For instance, NCA's **Eastern Africa** regional Peacebuilding programme supported the Fellowship of Christian Councils and Churches in the Great Lakes and Horn of Africa (FECCLAHA) in partnership with the Catholic Commission of Uganda, the Uganda Episcopal Conference (UPC), and the Uganda Joint Christian Council (UJCC) to convene an important session. With the participation of 35 religious' actors, the session focused on the role of women in addressing security concerns that could drive conflict. Several male religious leaders participating in these sessions accepted the need to increase women's participation in peace processes. They supported and welcomed the launch of the Uganda Faith Women Mediators Network.

Although the final impact of such advocacy initiatives and policies of duty-bearers will not be measured until 2023, some progress is observed. For example, in **South Sudan** where media campaigns were carried out to mobilise public opinion about engaging women and others from underrepresented in national and local peace processes. Considering the challenging cultural context of South Sudan, policies or laws have yet to change. Progress was made though in promoting inclusivity at the local and national levels through engaging people living with disabilities (PLWD) in inclusive education and human rights initiatives.

NCA's Regional Peacebuilding programme in **Eastern Africa** reached a significant milestone, with regional economic bodies recognising that the participation of youth in decision-making and peacebuilding processes needs to be prioritised. Notably, in December 2022, the Intergovernmental Authority on Development (IGAD) secretariat called for an application for the position of the IGAD Youth Envoy. This is a significant achievement for NCA and its partners, who have, since 2018, engaged this regional body, advocating for the inclusion of youth in peace processes and the creation of a youth envoy office. Advertising the position shows commitment to strengthening the role of youth in peacebuilding and decision-making processes.

DEVIATIONS

The primary deviations from the initial plans for 2022 are related to the deteriorating security situation and challenges in **Afghanistan** following the collapse of the former democratic government and the Taliban takeover. Given its sensitive nature, programming for social cohesion to prevent conflicts was suspended. Initially, it proved quite difficult to obtain the required authorisation to resume the programme. However, after close consultations and dialogue with the new authorities, the social cohesion programme was adapted to fit the new context and permitted to continue.

The targets related to the inclusion of women, youth and other minorities in decision-making processes were below target in some countries. For example, in **South Sudan**, where 29 per cent of women, youth, and PLWDs participated in community dialogue meetings. The target was 70 per cent, so it proved to be a greater challenge than expected. The explanation lies in the entrenched stigmatisation of these groups in the communities and practical difficulties as few partner staff have expertise in for example sign language.

Other minor deviations in the achievements in several countries were due to unforeseen events, such as inter-communal conflicts and prolonged floods, which restricted access to operational areas.

RESULT CASE

EYES AND EARS ON THE GROUND – SAFEGUARDING HUMAN RIGHTS IN PALESTINE

SECTOR: 152.20 Civilian peacebuilding, conflict prevention and resolution

WHAT: In 2022, volunteers could again resume accompanying civilians affected by the occupation after a two-year hiatus caused by COVID-19. Eleven Ecumenical Accompaniers from Norway were supported to join The Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI). Not only did the accompaniers offer a protective presence to vulnerable communities under occupation, but they monitored violations of international humanitarian and human rights law and reported 1,400 cases to the United Nations.

WHY: EAPPI was initiated 20 years ago when Palestinian Christian churches asked for international eyes and ears on the ground to bear witness, speak against injustice and act in solidarity with those suffering from the occupation. These minority groups, approximately two per cent of the total population in Israel and Palestine, are on a constant decline. Palestinian Christians, like Palestinian Muslims, are increasingly threatened by the occupation.

HOW: EAPPI has more international human rights observers on the ground than any other organisation in Palestine and Israel. Guided by the principle of impartiality, the programme supports initiatives that engage in a just peace. Applying international humanitarian and human rights law must be guiding for a just peace.

Due to the increasing violence between Israeli settlers, security forces and the Palestinians, and the shrinking space for civil society in Israel and Palestine, the contribution by EAPPI is ever more critical. The ecumenical accompaniers are trusted because EAPPI has built relationships with affected communities over time. People affected by the occupation trust them with their stories, which the accompaniers can share once they return to their home countries. Ecumenical Accompaniers are truly the international eyes and ears on the ground. Their presence protects the persons they are accompanying as they are responsible for sharing what they have witnessed with the international community. When the accompaniers advocate for policy change, they amplify the voices of those they meet to provide justice and promote peace.

PARTNER: World Council of Churches (WCC), Church of Norway, Christian Council of Norway, and YWCA-YMCA Norway



*A Norwegian volunteer monitors a house demolition in the Jordan Valley, Palestine.
Photo: EAPPI*

CLIMATE SMART ECONOMIC EMPOWERMENT (CSEE)



OVERALL GOAL: Enable people to climb out of poverty and build communities' resilience

COUNTRIES CONTRIBUTING TO THE GOAL: Haiti, Myanmar, Palestine, Somalia, Tanzania, and Zambia



*Drop irrigation. The power of a drop of water.
Photo: Håvard Bjelland/Norwegian Church Aid*

CONTEXT IN BRIEF

Climate change negatively impacts the Climate Smart Economic Empowerment (CSEE) programmes in **Somalia, Tanzania, and Zambia** as most food producers depend heavily on rainwater for agriculture and livestock. In **Somalia**, prolonged drought has contributed to widespread displacement and rapid urbanisation in search of livelihood opportunities. People scrambling for resources intensify clan divisions and inter-clan conflicts.

Conflict and war are other major challenges. Russia's invasion of Ukraine has contributed to a significant deterioration of global food security and increased poverty levels. Countries under this programme rely on the import of food, oil and fertiliser from Russia and Ukraine, and are heavily affected as prices have increased and availability is reduced. Indirectly, the war has led to a deterioration of people's purchasing power and access to food and other essentials.

Conflicts have further affected the operating environment in Somalia, Palestine, and Myanmar. Displacements in Somalia have disrupted livelihoods, constrained trade, and restricted access to basic goods. Palestinians in the occupied West Bank experienced the deadliest year since 2006. Escalation of violence contributed to economic stagnation, higher unemployment, and poverty rates.

PROGRESS TOWARDS OUTCOMES

OUTCOME 1: WOMEN, MEN AND YOUTH SMALL-SCALE PRODUCERS AND SERVICE PROVIDERS ARE ECONOMICALLY EMPOWERED

NCA and its partners contributed to transitioning smallholder farmers from subsistence- to commercial farming. Providing small-scale food producers in **Somalia** with the necessary training, input, and tools to improve productivity and production capacity improved the livelihood opportunities of 870 food producers.

Training in post-harvest handling and value-addition practices combined with improved access to technology and materials has boosted the quality of produce and reduced food loss of small-scale food producers in **Tanzania**. This allowed the farmers to increase their profit margin and financial return. In 2022, more than 7,000 women, men and youth smallholder farmers were able to significantly increase their income, exceeding the target of 3,000. Mobilising this significant number of farmers was possible because of the use of mass media and building on local structures, such as local authorities, ward coordinators, faith actors and lead farmers. Good results were achieved through quality training, improved access to local financial institutions, and effective use of business forums linking farmers to local markets. Close to one thousand farmers could reinvest their profit to diversify and expand production and capacity. Diversification of income sources improved resilience to pests and diseases, droughts, or other challenges.

Despite facing an unstable security context, partners in **Haiti** were able to achieve a satisfactory level of results compared to targets. Support was provided to forty women and men to establish small businesses and farms. Among them, businesswomen focused on marketing and sales by purchasing vegetables from rural producers. The women resold the products to final consumers in urban areas and generated profit. Micro-entrepreneurs bought fruit and peanuts from local producers and produced jam, jelly, and peanut butter. They sold them to traders who brought them to final consumers in surrounding urban markets.



Despite her physical challenges Besa S. Georgina has taken part in training to increase her profit margin and financial return. Now she is a leading farmer in Samfya, Zambia, and she passes on her knowledge to other farmers.
Photo: Håvard Bjelland/ Norwegian Church Aid

More than 3,000 rights-holders in **Zambia** improved their well-being by increasing their income. They were able to make improvements to their homes, access decent meals, and acquire tangible assets, as well as cover their medical expenses, school fees, and animal health services. Financial inclusion was promoted. In 2022, 200 savings- and loan groups were formed, women representing 75 per cent of the 3,656 members. Members accessed credit to finance their enterprises, which promoted growth, financial literacy, and prudent financial management. As a result, women have improved their ability to plan and make decisions, directly improving their well-being. In 2022, a total of 3,303 individuals were able to secure their land rights by obtaining Customary Land Holders Certificates, a doubling in women applying for land rights compared to 2021. After obtaining the certificates, landholders avoided boundary disputes with their neighbours. More than 3,000 rights-holders also received paralegal support, increasing social cohesion due to the peaceful resolution of land disputes.

OUTCOME 2: JOBS AND ENTREPRENEURSHIP OPPORTUNITIES ARE CREATED FOR YOUNG MEN AND WOMEN

NCA continued to explore digital business opportunities and innovative partnerships with the private sector to strengthen local value chains and create employment opportunities, particularly for youth.

In **Tanzania**, NCA and its partners supported 344 school dropouts to become employed or self-employed. A key contributing factor was the development of youth agri-tech social enterprises engaging in the assembly and distribution of drip irrigation kits for small-scale food producers. The youth were also trained in digital solutions to support food producers using e-learning platforms to access agricultural and livestock best practices. The aim is for youth-led businesses to provide digital agricultural services, such as equipment rental services, and digital financial services to local food producers.

Furthermore, NCA has also strengthened existing networks and partnerships with agricultural institutions, vocational colleges, and innovation hubs in **Tanzania**, resulting in internship opportunities within agriculture, with vocational colleges and real estate companies for more than 500 school dropouts. Out of these youth, 48 were able to start their own businesses or secure employment contracts after the internship period.

Through vocational training in a variety of sectors, NCA and partners in **Somalia** have supported 140 rights-holders to become employed or self-employed in 2022. Offering internships for the practical application of acquired skills have improved the quality of the training and ensured better alignment with the market. Synergies between NCA's CSEE and GBV programmes through the referral of

In **Somalia**, NCA is facilitating Technical Vocational Training for young women to help them develop their skills and reach their potential.
Photo: Dipankar Datta/ Norwegian Church Aid



survivors of GBV to entrepreneurial and vocational training courses have further contributed to enhancing vulnerable women's economic independence, making them less dependent on their violent partners.

In **Palestine**, 407 young women and men were supported to become employed or self-employed in 2022, a very good result considering the deteriorating economic environment in the West Bank and Gaza. The majority were employed in existing companies following vocational training and internships. Overall, 77 per cent of the graduates have increased their income. The proportion of graduates who saw their income increase above 80 per cent were those who attended training in electrical installations and solar systems, carpentry, auto mechanics, and plumbing. NCA and partners have also fostered innovation, through supporting start-ups and scale-ups with seed money, training and mentoring through innovation hubs. Five information and communication technology (ICT) start-ups have graduated with a successful proof of concept and have employed additional resources to develop their products and go to market.



Freelance inclusion training for young women in Palestine through intensive technical training to enhance their technical capabilities.
Photo: Women's Affairs Center

DEVIATIONS

The reduced activity level in **Somalia** is explained by the challenging operating environment strongly affected by political unrest and insecurity, increasing prices of commodities and inputs, and prolonged drought in most of the country. The situation has been exacerbated by the escalation of conflict, which reduced the mobility of NCA and partner staff. Competition over natural and economic resources further spurred conflict at the local levels. Many farmers also experienced a locust invasion that damaged the crops.

In **Palestine**, NCA/DCA managed to exceed the targets for formal employment of youth, while the number of young men and women becoming self-employed was lower than planned. The continuous deterioration of the economic situation in the West Bank and Gaza is particularly difficult for start-ups. Key challenges include limited access to consumer markets due to low purchasing power and demand, high competition from more established suppliers, and limited access to financial services.

The security situation in **Haiti** has led to severe lockdowns in project areas, resulting in the suspension of planned activities. Insecurity has long been a challenge due to political instability, economic struggles, inequality, and armed gangs. The lockdowns have disrupted community outreach and infrastructure development. This pause of activities caused delays, hindered data collection and monitoring efforts, and negatively impacted communities relying on NCA and its partners' support.



Harvest have increased after implementing drip irrigation in Tanzania.

*Photo: Håvard Bjelland/
Norwegian Church Aid*

RESULT CASE

INNOVATION IN CHILI PROCESSING LIFTS SMALL-SCALE FARMERS OUT OF POVERTY IN TANZANIA

WHAT: In the Kilimanjaro region, 380 farmers have significantly improved the quality of chillies through an innovative simple solar drying technique. As a result, they were able to sell their entire harvest, invest their profit, and diversify their production to boost their resilience and food security.

WHY: Despite the lucrative potential of African Red Eye Chillies, many smallholder farmers in the Kilimanjaro Region were reluctant to grow this spicy pepper due to challenges related to storage and sales. Traditional drying methods left the chillies exposed to direct sunlight, which caused holes and spots that reduced the quality. Leaving the chillies out in the open to dry further made them vulnerable to pests, birds and insects, and the cost of using electricity for drying made this opportunity inaccessible to many low-income farmers.

HOW: NCA and its partner the Evangelical Lutheran Church of Tanzania (ELCT) Northern Diocese train small-scale farmers in climate-smart agriculture and techniques to improve post-harvest management and storage.

Farmers learned to manufacture simple, affordable, and climate-friendly solar dryers from locally available materials, such as timber, shed nets, screen glass or poly cover, and wire mesh. The solar dryer is inspired by a greenhouse and covers the chillies to avoid direct sunlight that causes holes and spots, allowing the chillies to dry more slowly. The construction also reduces the vulnerability to pests and protects the produce from insects and hungry birds. Further, the solar dryer does not rely on costly electricity, and using locally sourced materials reduces maintenance and repair costs, making it a climate-friendly and affordable alternative. The result of using this new drying technique was a remarkable increase in the quality of the chillies, which enabled the farmers to sell their produce at an average price of 7,200 TZS per kilo, compared to their usual price of 1,700 TZS. As expressed by a micro-investor:

"The solar drying system allows me to save almost everything that I have produced."

Because of the higher return, the farmers have increased their income. Diversifying income sources further reduces dependence on one or a few products, increasing the farmers' resilience towards pests and disease, natural disasters, or other hazards.

PARTNER: ELCT Northern Diocese

SOURCES: Partner reports, mid-term evaluation and monitoring visits.

A member of the Twaweza production group in Kwakulamu village in Rombo District inspecting the Chili dryer.

Photo: Mr. Godwin Venance (lead farmer in Rombo, Kilimanjaro)



FAITH-BASED CLIMATE ACTION (FBCA)



OVERALL GOAL: Faith actors take action on climate change

COUNTRIES CONTRIBUTING TO THE GOAL: Angola, Ethiopia, Guatemala, Pakistan, and Global Ecumenical Partners



Faith actors engaged in tree planting in Swat, Khyber Pakhtunkhwa province, Pakistan.
Photo: Norwegian Church Aid, Pakistan

CONTEXT IN BRIEF

Communities around the world are increasingly feeling the effects of climate change. As the fifth warmest year since modern record-keeping began in 1880, 2022 was a year of extreme weather and climate events. From torrential monsoon rains to deepening droughts and sweltering heat waves, climate change is contributing to increased food insecurity, boosting mass migration, costing billions in loss and damage, and threatening the lives and livelihoods of millions of people.

The poor and vulnerable are disproportionately affected, even though they have done the least to cause the crisis. Climate change exacerbates extremes, and the impact of these disasters intensifies poverty and inequality and undermines the ability of communities in NCA's programme countries to enjoy a life with dignity.

NCA has a role to play in enabling faith actors to respond to climate and environmental crises. Through its strategic initiative on Faith-Based Climate Action, NCA supports and mobilises its faith-based partners to develop climate change actions that address the needs and vulnerabilities in their communities and constituencies. NCA links these faith groups and leaders at the community level to other key stakeholders to work together for a stronger impact and connects them to national and international political processes and advocacy. The FBCA programme also works closely with other NCA programmes, particularly CRWASH, Peacebuilding and CSEE, to respond to the various impacts of climate change that communities experience.

PROGRESS TOWARDS OUTCOMES

OUTCOME 1: COMMUNITIES INCREASE THEIR CLIMATE RESILIENCE

In 2022, 34 communities in **Angola, Ethiopia, Guatemala, and Pakistan** were able to increase their resilience towards climate change. To mitigate against the negative impacts of irregular rainfall and cyclical droughts in **Angola**, NCA and its partners worked together to construct rainwater harvesting systems, establish seed banks and silos, and promote drought-resistant crops in eight communities. Eight cisterns were constructed, providing 187 households with access to resilient water points. Water and sanitation groups were established to maintain and manage the cisterns, and the groups received training on water management, emergency preparedness and response, and gender sensitisation. In addition to providing families with 10–12 litres of water per day, the cisterns are contributing to improved health, as there have been fewer reports of waterborne diseases among adults and children.

In **Ethiopia**, faith actors have mobilised and motivated local communities to join and actively participate in Community Care Coalitions (CCCs); a community-based Disaster Risk Reduction (DRR) mechanism in Ankober and Tamaber. Through monthly membership fees deposited to a village bank, the fund provides revolving loans to farmers to start their own businesses. In addition, it serves as an early emergency and contingency fund. In 2022, the CCCs received training and computers to help them improve data management and documentation for early warning systems. Moreover, 33 committee members and officials from Tamaber joined a knowledge exchange visit to the CCCs in Ankober to learn from their experience.

With support from the Diocese of Quiché, Mayan communities in **Guatemala** have increased their resilience to climate change by adopting agroecological approaches and using greenhouses with solar-driven and rainwater-fed irrigation systems. Through crop diversification, soil restoration and organic agriculture, 80 Indigenous families have transitioned from subsistence to surplus agriculture. As a result, these families have improved their food security, increased the quality and commercial value of their agricultural products, and contributed to the recovery of soils and local ecosystems. In addition, more than 2,000 people were sensitised to the effects of climate change, of which more than half were women and young women.



*Belina Pedro lives on the outskirts of Chiange in Angola and is very happy that they now have a cistern nearby.
Photo: Håvard Bjelland/Norwegian Church Aid*

In **Pakistan**, 108 Muslim, Christian, Sikh, and Hindu faith actors were trained to mobilise communities for joint climate action through five workshops in Peshawar and Umerkot. The workshops covered vital issues such as DRR, climate advocacy, natural resource conservation, and the right to information. The training sessions were well received by the participants, who used their positions as faith leaders to raise awareness of climate change and environmental protection among their constituencies. A total of 41 sermons were delivered, reaching approximately 12,000 worshippers. The workshops also served as a platform for interaction and mutual learning between different faith actors, which has helped to break down barriers and stereotyping of religious beliefs and practices. Notably, this has resulted in improved relations between faith actors, who now participate in each other's religious festivals and activities.

OUTCOME 2: RIGHTS-HOLDERS HOLD DUTY-BEARERS ACCOUNTABLE FOR CLIMATE ACTION

National and local governments have the overall responsibility for responding to and mitigating the impacts of climate change. NCA encourages constructive dialogue between faith actors, local authorities and national governments and builds the capacity of faith leaders and faith-based organisations to advocate for climate action. In 2022, a total of 28 advocacy actions were carried out to hold duty-bearers accountable.

For example, to increase resilience towards cyclical droughts and improve safe access to water in **Angola**, NCA and its partner ADRA advocated for making the construction of cisterns a public priority. They lobbied municipal administrators and the Provincial Directorate of Civil Protection. As a result, municipal government officials have expressed their support and, in some cases, provided resources to

supply water to the cisterns. Some communities also received visits from a member of the National Assembly, who recommended that the government invest resources in supporting drought-affected communities.

Similarly, NCA and its partners were able to increase the level of cooperation with duty-bearers in **Pakistan**. For example, NCA's partners Strengthening Participatory Organization (SPO) and the Khyber Pakhtunkhwa Climate Action Network (KPCAN), played key roles in developing the KP Climate Change Policy and Action Plan. Having explicitly been requested by the Environmental Protection Agency to provide technical assistance and input, SPO and KPCAN's recommendations were accepted. Consequently, both documents emphasise the inclusion and mobilisation of civil society forums and networks for coordinated climate action.

In **Ethiopia**, two interreligious platforms for climate advocacy and action were established in Ankober and Tarmaber. In collaboration with the two districts' disaster risk management (DRM) offices, 198 faith actors from Orthodox and Muslim institutions and community leaders from the two districts participated in consultation workshops. These faith leaders played a significant role in advocating for climate action, calling on government policies to focus on early warning, DRM, and community-based contingency plans. Additionally, they mobilised communities to celebrate World Environment Day and to participate in panel discussions on climate change and tree planting.

In **Guatemala**, NCA worked with its partners to monitor and follow up on the registration of ancestral territories. Achieving recognition of traditional territories will include the protection of forests, biodiversity, and watersheds in their lands. Working towards this also means sustaining community cohesion and empowering Indigenous authorities to influence government agencies and advocate for the protection of Indigenous peoples' rights. For example, four proposals for alternative resource management, recognising Indigenous communities' contribution to the management of communal forests, were developed and presented to 49 duty-bearers.



Indigenous families have increased their income by training, efficient tools and better access to water to cultivate vegetables in Paquinac, Guatemala.

Photo: Johan Hindal/Norwegian Church Aid

Through collaboration with its **Global Ecumenical Partners**, NCA supported global advocacy initiatives. Notably, NCA's long-term advocacy efforts in the ACT Alliance Climate Justice group came to fruition when COP27 concluded with a significant breakthrough for developing countries. In a COP with few other encouraging results, the multilateral commitment to a loss and damage fund was an important win for those most affected by climate change. It was also a first step towards achieving global climate justice.

DEVIATIONS

In 2022, restrictions from Covid-19 had lingering effects on community participation, especially during the first half of the year. Government procedures also caused delays to some programme activities, particularly within advocacy. In **Guatemala**, community development proposals were submitted for discussion in institutions such as the National Council for Protected Areas, the Ministry of Environment, and the Ministry of Agriculture. Regrettably, many were not included in the schedules for review, as the topic was not deemed a development priority by the government. The government tends to put business interests before community interests, especially when it comes to agriculture, hydroelectric power, and mining. Consequently, public officials were not assigned to follow through with the advocacy initiatives.

In **Angola**, the national election period consumed most of the time and attention of the authorities, which made it challenging for NCA's partner IECA to organise meetings with the local administration. Additionally, difficulties in accessing necessary information and data about social cash transfers to vulnerable families also caused programme delays.

The war in Tigray continued to restrict programme activities in **Ethiopia** to the Amhara region, but NCA worked with its partner EOC-DICAC to compensate for the inaccessibility to the three targeted communities in Tigray. Devastating floods in **Pakistan** caused delays to projects in Sanghar, Umerkot and Swat, which were among the worst affected areas. Despite the floods, nine Climate Action Plans were developed by faith actors and community activists, who will raise the issue of poor planning and illegal construction on the banks of the Swat River with relevant government departments to avoid similar disasters in the future.

RESULT CASE

CARE FOR CREATION THROUGH COMMUNITY MOBILISATION IN ETHIOPIA

WHAT: Orthodox, Evangelical and Muslim faith actors actively mobilised communities in Ankober and Tamaber to protect and restore natural resources. In 2022, more than 1,500 community members were reached with theological teachings about ecological stewardship and the importance of care for creation. As a result, faith leaders inspired communities to plant 65,000 tree seedlings on 128 hectares of degraded land and on compounds of religious institutions, schools, and farms – tripling the original target for the year. This has led to the preservation of soil nutrients, decreasing runoff, reducing soil erosion, and protecting the lands from grazing and tree cutting.

WHY: Located in a mountainous and rocky terrain with little vegetation, communities in Ankober and Tamaber face many challenges. Population growth, expansion of agricultural land, and the search for firewood, charcoal and construction materials have contributed to widespread deforestation. This has caused soil erosion and the formation of gullies. The population is also deeply affected by climate change, facing increasing food insecurity and dependency on aid.

HOW: Through the engagement of NCA's partner, faith actors raised awareness in communities about natural resource conservation and sensitised local men and women to the benefits of sustainable land management. This was done through an innovative combination of sermons in churches and mosques, community rallies, panel discussions, and practical workshops.

To enable communities to participate in this rehabilitation of land, NCA's partner and recognised climate ambassador, EOC-DICAC, distributed tools such as shovels, hoes, and pickaxes. Seventy-two members from the local watershed management committees received training in managing natural resources and watersheds. With training and tools, committee members embarked on building structures, such as terraces, soil bunds, check dams, and vegetated waterways to mitigate soil erosion and conserve water.

The success of the initiative is attributed particularly to the spirit of coordination between NCA's partners and stakeholders from the interreligious platforms for climate advocacy and action, in addition to the support from the Ethiopian government departments. Through its Green Legacy initiative, Ethiopia has an ambitious goal of planting five billion tree seedlings in one year. The communities in Ankober and Tamaber are sure well underway.

PARTNER: Ethiopian Orthodox Church Development and Inter-Church Aid Commission (EOC-DICAC)

SOURCES: Monitoring visits, and reports with input from digital data collection



*Tree planting in Ankober contributes to rehabilitating the local environment.
Photo: Mullu Temesgen/EOC-DICAC*

FIGHTING INEQUALITY (FI)



OVERALL GOAL: Fair and equitable finance and redistribution of resources

COUNTRIES CONTRIBUTING TO THE GOAL: DRC, Malawi, Southern Africa Regional Programme (covering Botswana, Mozambique, South Africa, and Zimbabwe), Tanzania and Zambia



Mining in Karonga, Malawi. NCA works together with partner organisations to document the effects mining has on local communities and to empower rights-holders to engage with and hold local government representatives and mining companies accountable on environmental and human rights. Photo: Håvard Bjelland/Norwegian Church Aid

CONTEXT IN BRIEF

Seven of the ten most unequal countries in the world are found among the eight countries implementing NCA's Fighting Inequality (FI) programme. The wealthiest one per cent has four times as much income and fifty times as much wealth as the poorest half of the population.

COVID-19 disproportionately impacted the poor and vulnerable, and its effects were also felt in 2022. The pandemic has exacerbated many existing inequalities, whereby the vulnerable bear the brunt of the consequences. The World Bank estimates that the loss of national income, jobs, and low spending on social protection has pushed millions of people in Southern Africa into poverty, while the richest saw incomes rise during the pandemic.

Countries in the region are planning for austerity measures. The cuts planned by the government of Zambia in 2022–2026 are equivalent to five times its annual health budget. In Malawi and Mozambique, cuts in public spending equal twice the size of their health budgets. Reducing public budgets on this scale will prevent the increase needed to meet the Sustainable Development Goals (SDGs) by 2030.

The region's abundance of natural resources could finance efforts to tackle inequality. But this revenue does not benefit ordinary citizens due to high levels of corruption and a lack of participatory- and accountable governance. NCA continues to strengthen civil society, mobilise faith actors and empower rights-holders to advocate for equitable redistribution of resources to reduce poverty and inequality.



Community monitors are trained to identify, document and publish consequences of mining in their localities. Photo: Silje Ander/Norwegian Church Aid

PROGRESS TOWARDS OUTCOMES

OUTCOME 1: DUTY-BEARERS ARE INFLUENCED TO INCREASE FINANCE FOR AND SPENDING TO REDUCE POVERTY AND INEQUALITY

To reduce inequality, countries must raise more revenue and redistribute more fairly to improve the quality of social services and secure social safety nets. Under this programme, NCA's partners have positioned themselves to influence those in power. Partners empowered rights-holders, mobilised faith actors, documented evidence and facilitated and utilised arenas for advocacy.

Research is often the basis of engagement with duty-bearers, and in 2022 NCA's three partners in **Zimbabwe** commissioned joint research on inequalities in communities affected by extractive industries. The study found that the outdated Mines and Minerals Act failed to promote community participation and secure human rights in mining areas and did not ensure that local communities benefited from extracting minerals from their localities. The study was used actively in discussions with parliament members and the Ministry of Mines. This contributed to the inclusion of provisions in the revised Mines and Minerals Act that, for example, seek to sort out areas of dispute between farmers and miners. The bill was passed by the cabinet in July 2022, awaiting parliament's approval.

Another 2022 example of partners' influence is the significant win for tax justice globally. In November, the UN unanimously adopted a resolution on international tax cooperation at the 77th session of the UN General Assembly after a proposal from the African group. For more than a decade, NCA's partners have called for a global tax body and an inclusive, democratic, and transparent process to reform the global tax architecture. Immediately after the resolution was adopted, NCA's **Regional Southern Africa** programme, partners and NCA's offices in the region and in Oslo started to plan how to use this policy process to advocate for a UN Tax Convention in 2023.

In the **DRC**, partners have defended the rights of people living in mining areas, who experience environmental degradation and neglect of their human rights. NCA facilitated a meeting with the Minister of Mines where faith actors advocated for the protection of the rights of communities affected by mining. As a result, a group was established to follow up and strengthen the process of examining remedial issues for communities.

Budget analysis and advocacy are key components of the FI programme. Partners in **Malawi, Zimbabwe, Mozambique** and **Tanzania** engaged in budget processes to secure increased financing for poverty-reduction measures and ensure fair redistribution of public resources. For example, in **Malawi**, NCA's partner Malawi Economic Justice Network (MEJN) contributed to influencing the government to increase its allocations to the Constituency Development Fund. This fund is used for community development projects and funding for elementary school students from low-income families. Through effective lobbying, allocations were doubled in the 2022 budget, compared to 2021.



Advocating for tax justice at the Alternative Mining Indaba (AMI) Conference in South Africa: Mandla Hadebe, Acting Executive Director in Economic Justice Network of FOCCISA and Fr. Emmanuel Chikoya, General Secretary at Council of Churches in Zambia. Photo: Silje Ander/Norwegian Church Aid

Using the Commitment to Reducing Inequality Index (CRI), a collaboration between NCA, Oxfam International and Development Finance International, resulted in the publishing of a regional study of how well governments in Southern Africa address inequality through progressive tax policies, public spending, and labour rights. After a joint launch at the Alternative Mining Indaba (AMI) Conference in **South Africa**, NCA facilitated country launches in **Angola, Malawi, Tanzania** and **Zambia**. Several media outlets in Zambia and Tanzania published the findings of the report, and the events led to increased public awareness of inequality. Relevant ministers attended the events, and NCA's partners, including faith-based actors, used the opportunity to challenge national governments to increase their efforts to reduce inequality. In **Tanzania**, the launch of the CRI was also used to put the financing of health on the table, which contributed to the presentation of a new healthcare bill in 2022.

OUTCOME 2: RIGHTS-HOLDERS HOLD DUTY-BEARERS ACCOUNTABLE FOR JUST RESOURCE GOVERNANCE

Inequality is often high in resource-rich countries, and instead of financing development for people living in poverty, mining often enriches just a few. Extractive industries are prone to corruption. Through this programme, NCA's partners empower citizens to hold mining companies and governments to account. One example from 2022 comes from **Zimbabwe**, where citizens trained by NCA's partners managed to stop the Chinese company, Freestone Mines, from operating. They did so by demanding documentation of their mining licence, which the company did not have. Empowered citizens stopped blasting in another mine near a school in Zimbabwe after NCA's partners facilitated a meeting between rights-holders and duty-bearers.

In **DRC**, close to 1,200 people were mobilised for accountable governance of resources through open circles and community forums. Men and women were trained in the Congolese mining law. As a result, they met with duty-bearers at local and national levels.

In **Tanzania**, Public Expenditure Tracking System (PETS) committees advocated for youth rights and economic opportunities in 2022. Modelled in partnership with NCA to promote transparency and human rights, PETS represents a social accountability approach. A statement from a rights-holder testifies that citizens are empowered to demand their rights: "In the past, even though we knew with clarity that council officials were conducting misconduct, we stayed silent for fear of being reprimanded. Without anyone to hold the municipal council accountable, the corridors of the council flood with corruption, with citizens being denied their rights."

In **Malawi**, NCA's partner MEJN observed and documented the mismanagement of the Community Development Fund. The citizens themselves did not have the capacity and knowledge to track and hold the duty-bearers accountable for the mismanagement. As a result, the most vulnerable students failed to access education. NCA's partner provided capacity-building to empower the Area Development Committees (ADC) to track the utilisation and accountability of the scholarship scheme. After the training, one of the ADCs engaged duty-bearers at their District Council to follow up on enrolled students who were denied access because they could not pay their school fees. Through this engagement with the duty-bearers, students were able to return to school.

DEVIATIONS

Malawi and **Zambia** experienced substantial exchange rate losses in the range of 25–32 per cent. This affected implementation, and therefore some activities could not be implemented. Although most COVID-19 restrictions were eased in 2022, the international AMI in Cape Town South Africa had to be moved from February to May due to remaining restrictions.

The FI programme applies advocacy as an approach to changing society for the better and has spent time building up expertise in advocacy. Due to staff changes in 2022, some activities had to be postponed, to ensure the necessary quality of NCA's efforts.

RESULT CASE

DEADLY AIR – COMMUNITY WINS HISTORIC COURT CASE IN SOUTH AFRICA

WHAT: Community members trained in monitoring by NCA's partner, the Bench Marks Foundation (BMF), actively engaged with environmental justice organisations to press charges against the government for failing to clean up severe pollution of air caused by coal mining in Mpumalanga Highveld in South Africa. In 2022 the community won the case, and the court deemed the government's inaction a violation of citizens' constitutional rights.

WHY: The mining industry in South Africa has, over the years, made a fortune extracting minerals but also left communities with many problems. Toxic waste from mining has left soil, water and air heavily polluted. Communities affected have suffered from health problems but have had little remedy from duty-bearers.

HOW: The #DeadlyAir Litigation started in 2019, demanding that the government clean up the toxic air in the Mpumalanga Highveld. In 2022, environmental justice groups celebrated the landmark judgement recognising air pollution as violating Constitutional rights. It would not have been possible had it not been for engaged community members through the tireless efforts of organisations such as the BMF. The rights-holders who actively participated in this walk for justice have, over a long period, been mobilised and trained by BMF, which was founded by the churches to monitor multinational companies working in South Africa and the region. They have built their advocacy capacity by attending the BMF community monitoring school. Through this, they have learnt how to build alliances and engage with duty-bearers.

This case is a significant victory for environmental justice in mining areas. This shows how rights-holders, through NCA's support, can succeed in challenging those in power for improved health and well-being of communities and citizens.

PARTNERS: Bench Marks Foundation (BMF)

SOURCES: BMF Annual Report 2022



<https://lifeaftercoal.org.za/about/deadly-air>

4+

PROGRAMME QUALITY



*Drip irrigation in Tanzania.
Photo: Håvard Bjelland/Norwegian Church Aid*

NCA and its partners seek to leverage the potential of faith and religious actors to be a force for justice and inclusive development in the contexts where NCA's programmes are implemented. The faith-based approach is an important entry point for NCA and a catalyst to achieve the change NCA wants to see.

Together, strengthening civil society and faith-based approaches form part of NCA's overall Theory of Change (ToC) and is the engine driving the programmes towards reaching NCA's thematic programme outcomes. Three years into the implementation of the NCA's ten-year programme framework, NCA has taken steps to check the validity of its pathways to change.

EVALUATIONS AND LEARNING

GLOBAL PROGRAMME FRAMEWORK REVIEW

In 2022, NCA initiated a comprehensive Global Programme Framework Review (GPFR), fulfilling both the commitment of a Mid-term review of Norad-funded programmes as well as a need for NCA to assess whether and how its civil society goals and the theories of change they represent are integrated as overall approaches. Furthermore, the review intended to test the relevance and effectiveness of NCA's programme methods and identify any need for adjustments to NCA's programme framework.

The findings from the review contribute to learning for NCA. They inform NCA of needed adaptations and address identified gaps to enhance programme quality, fine-tuning NCA's global ToC, and making any needed revisions to NCA's Programme Framework.

The review was carried out as a joint venture between NCA and KPMG Oslo and was organised in two tiers. Tier one was centred around a global survey collecting responses from nearly 250 NCA and partner programme staff. Tier two consisted of four in-country reviews covering **Ethiopia, Mali, Pakistan, and Somalia**. The final report is submitted to Norad together with this progress report.

Strong evidence of both the relevance and effectiveness of strengthening civil society and faith-based approaches in all NCA's programmes was documented through the review, which also found that NCA's programme activities have to a large extent been effective. NCA has had the ability to position itself strategically where it adds the most value considering the challenging country contexts in which it operates. NCA's approach of leveraging faith actors and civil society partners to achieve the desired change was recognised to have a great effect.

The review also suggested improvement in a few areas. For example, the need to articulate better guidance on how to appropriately ensure the inclusion in its programmes of the most vulnerable and marginalised, as well as the need to develop a more streamlined and consistent approach to risk management in NCA's programmes.

EVALUATIONS AND RESEARCH

NCA's new Evaluation and Research Policy was finalised in 2022. As a data-driven and results-based organisation, high-quality evaluations and research are seen as prerequisites for the constant refinement of NCA's work and how the organisation evolves. With this policy, NCA renews its ambitious commitment to build an evaluation and research practice based on scientific methods and objective judgements, which will put NCA at the forefront of Norwegian aid organisations when it comes to evidence and learning.

As the table below shows, NCA commissioned 16 evaluations and reviews of its programmatic interventions in seven countries in 2022. The number of evaluations and reviews is the same as in 2021. Most of the evaluations were led by an external evaluation team or consultancy. It is NCA's policy that evaluations should be followed by a management response, which provides recommendations and learning points.

TABLE 4: OVERVIEW OF EVALUATIONS AND REVIEWS CONDUCTED IN 2022

NO	COUNTRY	TITLE	TYPE	Funded by Norad?
1	DRC	Project on Gender-based Violence: dignity, resilience, and prevention.	External, endline	No
2	DRC	Knowledge, Attitudes, and Practices of NCA's rights-holders in Water, Hygiene, and Fight against sexual and Gender-based violence	Internal, endline	No
3	Ethiopia	Towards a National Agenda for Peace and Social Cohesion in Ethiopia: A Faith Actors Response	External, endline	No
4	Ethiopia	Livelihood Improvement Project Between Competing Ethnic Groups and Refugees (LIP-consortium) Project	External, endline	No
5	Iraq	Field Monitoring Report (Iraq Humanitarian Fund): Provision of holistic GBV services for IDPs, returnees and other vulnerable persons in Mosul, Al-Ba'aj, Telafar, Sinjar districts, Ninewa Plain in Ninewa Governorate and Khanaqin (Diyala governorate) in Iraq	External, endline	No
6	Malawi	Young Women in Active Politics	External, endline	No
7	Malawi	SASA! Together	Internal, baseline	No
8	Malawi	Market Access for Increased Income and Resilience for Smallholder Farmers in Mzimba and Kasungu	External, baseline	No
9	Malawi	Cyclone Ana Response Evaluation	Internal, endline	No
10	Sudan	Taadoud II Final Evaluation	External, endline	No
11	Sudan	Rising II - Recovery in Sudan for Improved Nutrition and Growth	External, endline	No
12	Tanzania	Midline evaluation of NCA Tanzania strategy	External, midline	Yes
13	Tanzania	Climate Smart Economic Empowerment (CSEE) Programme - Sustainability Report	External	Yes
14	Zambia	End of project evaluation on Making Agriculture a Business (MAB)	External, endline	No
15	Zambia	Vulnerability Capacity Assessment	External, baseline	Partially
16	Zambia	Environmental Impact Assessment in Micro Investing Sites	External, Baseline and Intervention Effectiveness Survey	Partially

KNOWLEDGE MANAGEMENT

A robust learning culture is consistently fostered by both management and staff members. The utilisation of the tools outlined in NCA's Knowledge Management Strategy of 2021 allows dedicated time for reflection and adjustment before and following major processes. NCA's programmatic Communities of Practice (CoPs) facilitate increased sharing of experiences and learning across the organisation. CoPs were further strengthened in 2022 as in-person meetings resumed after a period of restrictions.

In 2022, NCA embarked on a pilot project aimed at enhancing the coordination of data collection and aggregation for results-based management at the programme level, covering both financial and programmatic outcomes. However, during the readiness assessment, the working group identified shortcomings in monitoring and evaluation (M&E) capabilities at NCA's Country Offices (COs) and partners, rendering the project untimely. As a result, NCA prioritised the review of M&E capacities at its COs to establish a solid foundation before pursuing higher-level goals in results-based management.

EFFECTIVE RESULTS MANAGEMENT

NCA is committed to improving the efficiency and effectiveness of the management of its programmes and portfolios. Over the last few years, several tools and systems have been developed to strengthen access to data applied to make decisions and facilitate alignment with internal policies. Both in 2021 and 2022, digitalisation and results-based management have been strategic, organisational priorities of NCA.

Applying its Cost Allocation Policy (CAP) and focusing on distributing costs fairly among the various grants is contributing to NCA's operations increasing its cost-efficiency and outreach to rights-holders. The Tic-Time registration system was rolled out to all COs in 2022. It is foreseen that systematic use of time registration on applicable projects will have a positive impact on budgeting both at COs and HO. Procurement planning in all projects has also brought a heightened awareness about cost efficiency.

2022 represented the third year of NCA's cooperation agreement with Norad, and midline results were provided for several longer-term targets. In some programme countries, midline surveys were moved from 2022 to 2023 and will be included in the four-year progress report to Norad. The 25 indicators of the global results framework for the global Civil Society grant provide an overview of NCA's programme efforts. The progress on all applicable outcomes is reflected in chapters two and three of this report.

The results show that nearly half of all rights-holders directly reached in 2022 were women (49 %) and that NCA engaged with more youth this year than in previous years with 48 per cent of rights-holders representing this age group (compared to 42% and 46% in 2020 and 2021 respectively).

Achievements in 15 indicators are either higher or similar to the 2021 results. Among these are some that are below the target set for 2022, which could be partly linked to challenges related to target setting. Indicators with results considerably higher than their targets are found within GBV, CRWASH and Strengthening Civil Society.

NCA has continued to focus on the systematic use of data and knowledge for improved programme quality. The Project Information and Management System (PIMS), launched in 2021, is a database tracking among other results that can be analysed across projects, grants, and countries. Throughout 2022 NCA has worked to improve PIMS and make it even more user-friendly, ensuring that all result data is reported, and improving the function for importing this data from NCA's implementing partners. Continued capacity building of CO staff in using PIMS to report results more efficiently was a priority in 2022. By generating easy-to-read visualisations through Power BI dashboards, NCA strengthened the update and use of results data from its programmes.

2022 also saw the development of a risk management system in the form of a risk register, to support NCA's central decision-making. The risk register is designed to track business-critical risks along a range of both external and internal risk categories and will come into effect in 2023.



Participant at the Tech for Peace event, discovering innovative solutions.
Photo: Fernando Piñeda Pinzon/Norwegian Church Aid.

GLOBAL RESOURCE AND SUPPORT ANALYSIS

As of 2022, NCA operates 16 Country/Area Offices and two regional programmes based in Kenya and South Africa. In addition, NCA funds programme portfolios of joint Country Programmes in Guatemala, Haiti, Palestine, and Myanmar led by sister agencies.

Noting the need for an updated overview of existing resources (human, financial, infrastructure, etc.) and capacity at all COs to identify gaps that must be closed for NCA to be able to meet its commitments and achieve strategic goals, NCA in 2022 initiated a Global Resource and Support Analysis (GRASA). The objective of GRASA is to map the current situation at all COs and analyse preferred and feasible ways to fill identified gaps. The result of this exercise will provide crucial input to NCA's management who will assess the minimum requirements for capacity and needed adjustments to the CO-HO structure. Data will also inform the ongoing analysis of NCA's geographical presence and the development of the next five-year country strategies (2025–2029).

PORTFOLIO MANAGEMENT

An organisational review conducted in 2019 recommended further focus and concentration of NCA's programme portfolio to ensure programmes are not spread too thin and that NCA has the capacity and resources to ensure compliance and quality. Country strategies for the period 2020–2024 reflect these recommendations for instance through a strong emphasis on co-localisation and multi-sectoral integration of programmes for a more comprehensive yet targeted approach. In some countries, like **Tanzania**, this led to a substantial reduction in regions and districts covered by NCA's programmes. The recommendations also led to a substantial reduction in the number of partners receiving funding from NCA. This trend continues as evidenced by recent measures to concentrate the partnership portfolios in for example **DRC, South Sudan, and Zambia**. In 2021, a decision was also made to phase out NCA's country programme in **Burundi**, which was finalised in June 2022.

INNOVATION

Exploring innovative solutions in programming and resource mobilisation is pivotal for programme quality. In 2022, NCA implemented projects funded by Innovation Norway that aimed to identify innovative solutions in humanitarian and long-term development settings. For example, virtual reality tools are developed to help survivors of GBV.

In Norway, NCA and other NGOs established an innovation network to create space for learning and exchanging about innovation in humanitarian and development work.

Tapping into the potential of new technical solutions, NCA arranged a Tech for Peace event in Oslo in November 2022. Seven peacebuilding professionals working in Kenya, Mali and Tanzania met in Oslo with innovators from NCA's private partners in Norway. They were challenged to design improved digital and hybrid processes to boost dialogue and peaceful coexistence in their countries. After 24 hours of creativity, the process resulted in a better understanding of the problem, a critical analysis of previous attempts to tackle the problem, and several project ideas to face these challenges going forward.

TOWARDS AN ENVIRONMENTALLY SUSTAINABLE NCA

In 2022, NCA finalised its commitments to the Climate and Environment Charter for Humanitarian Organisations and joined more than 300 humanitarian organisations, who are taking responsibility for the impact of humanitarian aid and pledging to address the climate and environment crisis. To ensure ownership and buy-in, NCA's commitments were developed in consultation with staff members at its HO and COs.

The commitments will be integrated into all aspects of NCA's work, and NCA's Working Group on Sustainability is spearheading the development of the action plan that will drive the implementation. Priorities include mitigating environmental impacts and reducing emissions from programmes and operations. Using the Humanitarian Carbon Calculator, work has already begun to establish the baseline for NCA's carbon footprint. Additionally, new HO members of staff were hired in 2022 to strengthen NCA's global capacity for environmental sustainability in programming and logistics.

NCA is continuously working to reduce its environmental footprint. In 2022, NCA started renovating its HO. Sustainability is at the core of this project, and the results will be an increase in energy efficiency, improved water management and increased use of recycled materials made from fishing nets and plastic bottles. NCA's COs are also scaling up the "greening" of their operations. For example, the office in **Zambia** has reduced diesel consumption by installing backup batteries, while in **Mali**, NCA signed a contract with a local waste management provider and started recycling.

In **Ethiopia**, the GBV programme promotes the use of reusable sanitary pads and supports green income-generating activities, such as urban gardening. Moreover, NCA has commissioned a pilot study on improving energy efficiency and renewable energy solutions at its offices in **Sudan**. The pilot will be completed in 2023 and will produce a template for future assessments of the environmental footprint of NCA's offices.



*Micro-water Yard.
An environmentally friendly and low-cost solution in Sudan.
Photo: Norwegian Church Aid, Sudan*

*Security training South Sudan.
Photo: Adrian Solberg/
Norwegian Church Aid*



RISK MITIGATION AND CROSS-CUTTING ISSUES

EMERGING RISK FACTORS IN 2022

2022 was marked by a steep increase in prices of food, fuel, and other commodities worldwide, caused by the post-pandemic economic factors and the invasion of Ukraine.

The Russian invasion of Ukraine in 2022 has contributed to a significant deterioration of global food security and increasing poverty levels because Ukraine and Russia are suppliers in the global agricultural market. The target countries are heavily dependent on importing food, oil, and fertiliser from Russia and/or Ukraine, and thus the situation directly impacts the price and availability of these commodities. The Ukraine crisis has exacerbated an already dire situation of prolonged droughts, poor agricultural and livestock practices that deteriorate natural resources, and in the case of **Somalia** and **Ethiopia**, also compounding the effects of internal conflicts. Significant indirect effects of global price increases on countries where NCA operates are also evident.

Several climate-related disasters affected programmes and operations in 2022. **Malawi** was hit by no less than three cyclones, and the severe drought in **Somalia** and the devastating floods in **Pakistan** served as a stark reminder that the impacts of climate change can jeopardise the lives and livelihoods of vulnerable people.

2022 also saw further shrinking of space for civic action in several of the countries where NCA is present, not least through the introduction of restrictive and cumbersome NGO laws. In **Guatemala**, the introduction of a new NGO law necessitated the review of the fiscal and legal status of implementing partners. In countries such as **Malawi** and **Pakistan**, tedious registration processes delayed programme implementation. In fragile states such as **Afghanistan**, **DRC**, and **South Sudan**, NCA partners need to carefully navigate official and de-facto authorities to gain access to the field and conduct project activities without compromising the quality and integrity of the programmes.

THE SECURITY SITUATION IN 2022

NCA worked in increasingly volatile security situations and managed risks in different contexts throughout 2022.

In **DRC**, the M23 militia re-emerged and took control over a large part of the North Kivu province in 2022, displacing more than half a million people. The continued presence and activities of armed groups and other criminal actors created dangerous situations for NCA staff, partners, and rights-holders, both in terms of being exposed to fighting, crossfire and criminal activities such as kidnappings and robbery.

In **Haiti**, kidnappings and violence are widespread, with gangs controlling all roads in and out of the capitol. This affects the implementation of activities and restricts monitoring visits, which have to be done using air travel. Risks are mitigated by training staff on context-specific safety risks, training in crisis management for managers, updating safety routines, and systematic and frequent safety assessments of field locations and routes.

In **Mali**, for example, NCA has strengthened its security management system through weekly meetings and crisis management simulations.

Several countries including **Sudan, Mali** and **DRC** have seen increasing unrest with strikes and violent demonstrations, in some cases directed against UN peacekeeping missions and other international interventions. NCA's Global Safety and Access Manager supported handling these situations in line with NCA's Duty of Care policies. There was close coordination with other international NGOs to share information about what NCA and other actors do. Physical access to project areas remained challenging in 2022. For example, in **DRC**, access was impeded by degraded roads and infrastructure and adverse weather conditions such as heavy rainfall and floods. In **Sudan**, similar challenges were mitigated by prepositioning items needed for community-level activities before the onset of rains. Having partners with field offices has ensured the continuation of local activities.

FINANCIAL RISKS, FRAUD AND CORRUPTION

Financial risks, fraud and corruption are mitigated by regular, joint project monitoring by programme and finance, assisted by NCA's systems, policies, and tools. NCA maintains a zero-tolerance policy, of which staff and partners are continually reminded. An annual anti-corruption report is published on [NCA's website](#).

2022 saw a continued focus on strengthening internal control systems, exercising control of partners' financial information, and conducting spot checks. For example, in **Pakistan**, finance and programme teams undertook combined visits to the partners to review their financial and programme records in-depth, and partners' procurement documentation was reviewed to verify compliance with applicable thresholds. In **Ethiopia**, NCA conducted close monitoring to ensure that partners manage resources effectively, efficiently, and ethically. Partners received training in financial management, and NCA's finance team has dedicated resources to assure the quality of audit processes.

Rights-holders have been encouraged and empowered to use NCA's complaints mechanisms. Strong emphasis was placed on strengthening partners' complaint-handling procedures, as noted for example in **Angola, Mali**, and **Tanzania**. In the challenging contexts of **Haiti** and **South Sudan**, partners were able to document improved capacity and competency in the handling of complaints. In **Palestine**, DCA/NCA monitored partners' practices and supported them in complying with Core Humanitarian Standard (CHS) benchmarks, especially complaint and feedback systems. In **DRC**, user satisfaction was further assessed by employing an independent M&E team in 2022 to carry out programme verification.

CLIMATE CHANGE AND ENVIRONMENTAL DEGRADATION

Climate change and environmental degradation are increasingly affecting the countries where NCA operates. To mitigate the negative consequences of climate change, programmes focus increasingly on disaster risk reduction and community resilience.

Pre-empting the forecasted monsoon, NCA conducted emergency preparedness and response planning (EPRP) workshops with partners in **Pakistan**. Due to the timeliness of the exercise and strategies developed during the EPRP workshops, NCA and its partners could lead a humanitarian response across nine districts in four provinces. Nine Climate Action Plans (CAPs) were developed by faith actors and community activists, who later raised the issue of poor planning and illegal construction on the riverbank with government departments to avoid similar disasters in the future.

In **Somalia**, local partners responded to the drought situation in three regions. More than 44,000 people were reached and eminent starvation was averted. This was a direct result of the application of knowledge gained through EPRP training conducted by NCA. Similarly, NCA's partners in **Angola** formed Disaster Resilience and Risk Management Groups (DRMGs) in collaboration with local administrations and local fire and civil protection departments to mitigate community vulnerability to cyclical droughts.

To promote environmentally sustainable land management in **Haiti**, local partners were encouraged to collaborate with local authorities to stop deforestation, enforce the law and focus on the conservation of natural resources. Similarly, NCA's CRWASH programme in **Ethiopia** integrated soil and water conservation measures into its interventions, to mitigate the lowering of groundwater due to environmental degradation. In **Malawi**, where mining operations have enormous environmental impacts, partners and rights-holders were trained to monitor how mining companies adhere to the requirement of conducting environmental impact assessments (EIA).

Finally, NCA in **Zambia** has initiated several sustainability measures to reduce the risk of its own activities having a negative impact on the environment. All NCA and partner staff members have been trained on the importance of including environmental standards in all programmes. An EIA was conducted to assess and mitigate any negative impact on soil and water by applying the micro-investment approach in NCA's CSEE programme.

WOMEN'S RIGHTS AND GENDER EQUALITY

Risks related to women's rights and gender equality are continuously addressed to ensure activities are inclusive, gender-sensitive, culturally appropriate and implemented in line with international standards. The current global backlash against gender justice and women's human rights makes NCA's commitment to this even more important.

In **Afghanistan**, the Taliban takeover continued to impair gender equality. Despite severe restrictions placed on women's movements and positions in 2022, NCA and its partners were able to carry out gender sensitivity training for six partners and facilitate women's participation through the establishment of all-female spaces. A similar approach was adopted in **Pakistan**, where separate groups for women were set up in the communities. Female staff in partner teams mitigated access-related barriers due to cultural context and norms. In **Ethiopia**, community discussions were facilitated to convince members to allow women into the management of CRWASH committees.

Other measures to facilitate the inclusion of women and girls include scheduling project activities at times that are convenient for women to participate and encouraging the use of complaints mechanisms for women to express their concerns freely, as noted for example in **Palestine**. In **Mali**, the culture favours the education of boys and men, and NCA has found it difficult to recruit qualified female staff. Gender imbalances in NCA's office were mitigated through the establishment of female internship positions, which has led to the recruitment of three young women.

HUMAN RIGHTS RISKS, INCLUDING PEOPLE LIVING WITH DISABILITIES

An important aspect of NCA applying the rights-based approach is to secure the inclusion and participation of marginalised groups. In **Palestine**, community-led responses contributed to amplifying the voices of marginalised communities to influence the decisions and behaviour of local duty-bearers, including village councils, the private sector, and NGOs. Similarly, in **Somalia**, NCA worked with community structures to raise awareness of duty-bearers, build their capacity, and hold them accountable for upholding human rights, therein including people living with disabilities (PLWD). To mitigate the risk of exclusion, disaggregated data is routinely collected and applied to help identify groups.

Emphasis is placed on facilitating the inclusion of PLWD within the CRWASH programme, as in **Ethiopia**, where universal design was mainstreamed in all interventions. All water points and school toilets are now accessible to PLWD. In **Haiti**, a similar approach is taken, which promotes and contributes to improving PLWD's inclusion in schools.

In the **Southern Africa** regional advocacy programme, reflective sessions organised by partners involved activists and community members. An important objective was to secure a mandate from the communities for the work of activists. Formal recognition of their role in representing the communities contributed to mitigating any unintended negative effects of their participation in the public debate.

NCA FOLLOW-UP ON RISKS RELATED TO THE IMPLEMENTATION OF PROGRAMMES

The above examples highlight numerous, mainly external risks affecting NCA's programmes and their mitigation. In addition, NCA has several procedures and guidelines in place to monitor and manage risks that may affect the timely implementation of projects and their ability to achieve the desired results.

The recently concluded GPFR recommends that NCA develops a more streamlined and consistent approach to risk management across all COs. NCA will therefore take steps to raise awareness about risk management and revise applicable tools and guidelines.

The table below illustrates examples of risks and related routines to manage these risks.

Examples of risks	Examples of mitigation
The quality of project implementation is below the expected standard	<ul style="list-style-type: none"> • Develop programme guidance and provide technical support to COs and partners. • Review of project proposals systematically. • Conduct partnership assessments and capacity building to ensure the technical capacity of partners and their staff.
Projects are not able to achieve annual targets	<ul style="list-style-type: none"> • Regularly monitor project progress and spending. • Sign contracts and make timely transfers to avoid delays in implementation. • Use early-warning mechanisms and update contingency plans for changes in safety and access situations.
Projects are unable to sustain achieved change upon project closure	<ul style="list-style-type: none"> • Assess sustainability plans and exit strategies. • Ensure local ownership and responsibility. • Facilitate the application of RBA, and engage duty-bearers to address identified rights-deficits
Project activities are causing harm to rights-holders	<ul style="list-style-type: none"> • Conduct Do No Harm training for NCA and partner staff. • Ensure conflict analysis is done as standard procedure, supported with tools and guidance. • Establish complaints mechanisms. • Facilitate participation of rights-holders and affected communities throughout the project cycle.

NORWEGIAN CHURCH AID WORKS WITH PEOPLE AND ORGANISATIONS AROUND THE WORLD IN THEIR STRUGGLE TO ERADICATE POVERTY AND INJUSTICE.

We provide emergency assistance in disasters and work for long-term development in local communities. In order to address the root causes of poverty, we advocate for just decisions by public authorities, businesses and religious leaders.

Norwegian Church Aid is an ecumenical, diaconal organisation for global justice. We work where needs are greatest, with no intention of changing religious affiliation of our beneficiaries.

To ensure the efficiency and quality of our work, Norwegian Church Aid is a member of ACT Alliance, one of the world's largest humanitarian alliances. The alliance consists of church-based organisations throughout the world and cooperates with organisations of other religious faiths.

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