

PLANNING 2020 STRATEGIC PARTNERSHIP

CAPACITATING CHANGE:

RESTORING THE SOCIAL CONTRACT IN FRAGILE CONTEXTS

ACTIVITY NO. 27557 (DSH 0121277)

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1. INTRODUCTION

This report presents the planning for the Strategic Partnership “Capacitating Change: Restoring the Social Contract in Fragile Contexts” (henceforth the Partnership). We are entering the last year of the Partnership, and we expect to see results of the work of the past 4 years in building capacity of communities and CSOs, setting up dialogue in communities for people to express their concerns, and the many advocacy processes at local, national and international level to influence decision makers towards positive change. To capitalize on our achievements over the past 4 years and ensure success of the final year of the Partnership, we have set enumerated results that we hope and expect to see in 2020.

Like previous year the partner organizations and thematic experts of the Partnership have analyzed progress made on the Theories of Change (ToC) and updated the ToCs towards attaining specific, tangible objectives. By setting clear objectives we identified explicit priorities for the thematic trajectories. Consequently, this report contains more concise and focused ToCs for each trajectory. Based on the adjusted ToCs, local partners and thematic experts have prepared detailed activity plans per trajectory. In 2020 priority is given to interventions and activities that contribute to the sustainability of the Partnership’s initiatives and results achieved beyond its conclusion at the end of 2020.

This report summarizes our plans in the six countries and for international lobby and advocacy around the objectives identified for 2020. Detailed planning tables and updated TOCs can be found in the annexes. Below an overview of countries and thematic trajectories:

The thematic trajectories for L&A in the six countries and international L&A

Strategic Trajectories	Afghanistan	Burundi	CAR	DRC	Nigeria	South Sudan	International L&A
Inclusive and engendered peace							
Security and access to justice for all							
Accountable and responsive health services							
Extractives							
Space for civil society							



Building on the lessons learned in the previous 4 years of implementation under the Partnership and sharing our insights is central to our approach to planning for 2020. We will continue to document approaches, results and lessons learned across countries and trajectories through regular reflection workshops, and through our thematic experts will assist country teams in learning from practice, enhancing lobby and advocacy approaches, and integrating international and national lobbying efforts. We are also committed to presenting our findings through closing events in various countries as well as at the international level.

Finally, we are committed to rounding off the Partnership in a sustainable and responsible way. Over the course of 2020 we will expand our exit strategy and explore with our partners which organizations can continue selected activities. We will analyze which of the initiatives stemming from the Partnership can be sustained, and we strive to create favorable conditions to keep as many processes as possible going. We will also tender for new funding from the Power of Voices framework and investigate other funding possibilities, because we believe that we have set in motion many promising processes towards strengthening the social contract and the voice of vulnerable groups.

2. THEORIES OF CHANGE PER COUNTRY

2.1 Afghanistan

Context

Presidential elections took place on 28 September 2019, with a very low turnout of roughly 26 percent. The preliminary results are expected to be announced on 14 November 2019. The general security situation has deteriorated prior to and during the elections and might deteriorate further in case of serious contestation over election results. Moreover, political instability in general is increasing. Peace talks between the US and the Taliban stalled in September 2019, and it is difficult to predict when talks will restart. In response to an increase in Taliban attacks, the US military has stepped up operations. The context will need to be continuously and carefully analyzed to identify lobby and advocacy space and opportunities.

Inclusive and engendered peace

In 2020, lobby for this trajectory will continue to focus on involving women and youth in the peace process, for which three objectives were set.

■ *Dialogue at community level*

In the targeted provinces, we will support dialogue at community level so that communities continually improve the participation of youth and women in the peace process. By collecting and exchanging stories on the effect that the conflict has on people's daily lives, particularly of women, the communities discuss will local solutions towards peace at district level.



Dialogue to involve women in peace processes at the community level in Afghanistan

■ *Inclusion of qualified youth in peace negotiations with a clear role at national level*

We will advocate the Government for including qualified youth in the peace negotiation, with a clear role at national level. Partner organization the Afghan Women's Network (AWN) will continue to support networks of women and youth coalitions at central and provincial level, to help them make their voices heard in the national level peace process. If youth of the supported coalitions themselves present their recommendations, the Peace Ministry (formerly known as the Provincial Peace Councils (PPCs) and High Peace Council (HPC)), will take their input more seriously.

■ *Achieve meaningful participation of women in the peace process*

Together with AWN, we will work closely with international community actors and jointly advocate for the Afghan government to consider and adopt clauses put forward by the provincial and national women networks.

Security and access to justice

In previous years, the Partnership has been successful in improving coordination with formal justice providers. For the coming year, partner organization Salah has added 'working with informal justice providers' to the theory of change, which translated into three objectives for 2020.

■ *Formal justice providers in the 5 provinces solve more cases concerning women's rights*

Together with our partners, we will follow up on resolution of cases. CSOs and communities discuss the court cases they monitor. They share their observations in regular provincial coordination meetings with justice providers. These meetings provide a platform to exchange concerns and to follow up on cases, resulting in an increase in the number of resolved cases.

■ *Formal justice providers advise informal actors on case referral criteria*

We will build on the existing coordination with formal justice providers to encourage them to advise informal actors on the criteria for referring of cases to the formal justice system. The expertise of the Afghanistan independent bar association (AIBA) will be called upon for capacitating both formal and informal justice providers.

■ *Formal and informal justice providers formalize their coordination*

Bringing together formal and informal justice providers will contribute to clarifying the division of roles between them. We aim to encourage justice providers to set up formal coordination mechanisms, which will help to avoid human rights violations in customary decision-making.

Accountable and responsive health services

Afghan Health and Development Services (AHDS), a new partner organization under the Partnership, will lobby for more funds to be made available for healthcare in Afghanistan and has set two objectives for 2020.

■ *Increased government budget for healthcare*

Together with partners, we will bring stakeholders from the Ministries of Public Health (MoPH), Finance (MoF) and parliamentarians together to discuss resource mobilization reforms. Possible solutions that considered include the re-allocation of government funds, earmarking 'sin taxes' (for tobacco, fuel and/or sugary-sweetened beverages (SSB)), and the introduction of health insurance. The latter may include *zakat takafu*, an insurance system devised to comply with sharia law, in which money of rich individuals is pooled and invested. Increasing domestic revenues for health reduces dependence on external funding and will therefore make health services more sustainable. It will also help to bring down citizens' high out-of-pocket expenditures.

■ *Healthcare NGOs and MoPH collect evidence for advocacy*

To convince stakeholders like the Ministry of Finance of the need to dedicate more funds to healthcare, evidence is needed of the positive results and improvements made in the healthcare services. To this end, we will ensure that NGOs and the MoPH will jointly conduct a comprehensive assessment of the achievements over the 15 past years.

Extractives

The Organization of Fast Relief and Development (OFRD), a new partner for the extractives trajectory, will work with communities in Kabul, Panjshir and Badakhshan provinces to influence decision-making related to mining with three specific objectives.

■ *Networks of CSOs and communities monitor ongoing mining activities*

In the 3 targeted provinces, we will, with our partners, establish and build the capacity of community councils, which will operate as Mine Watch Committees monitoring mining activities. The councils also serve as a platform for strengthening coordination and advocacy (see below under third objective).

■ *Increased public awareness on extractives*

We will establish and promote the work of community councils. The community councils mobilize their community, particularly women, youth and the elderly, to discuss the impact of mining. Through local dialogue supported by media campaigns, the communities will improve their understanding about the extraction industry and its effects on people's lives.

■ *Improved coordination to ensure transparent and inclusive extraction sector management*

We will enable the community councils to formulate key messages around important issues in the mining sector that will be delivered to the main lobby target, the Ministry of Mining and Petroleum (MoMP). The CSOs and communities will engage stakeholders in coordination meetings, round table discussions and a national conference. The aim of all these

activities is to improve coordination and to ensure transparent and inclusive extraction sector management. Cordaid has signed an MoU with the MoMP, in which the Ministry has committed to share information and support interventions to secure community rights.

2.2 Burundi

Context

Burundi is still suffering from the political, economic and humanitarian consequences of the 2015 elections. The shrinking of civic space has caused some leaders of human rights organizations have been forced to flee the country. The government continues to put restrictions on the activities of CSOs in the country.

The presidential, parliamentary and municipal elections that are planned for May 2020 carry a potential risk for escalation of existing societal tensions. Space for political actors opposing the regime is limited, while dynamics within the ruling party are unclear. This makes it very difficult to predict the election outcome. There is a real risk of a deteriorating security context in the run-up to, during, and post elections, which may hamper Partnership activities. Furthermore, while President Nkurunziza announced in December 2018, and reiterated in May 2019, that he will not be running for a fourth term, he is still allowed to do so. This uncertainty increases the tension.

Security and access to justice

The justice sector faces considerable challenges, such as the implementation of the national legal aid strategy that would improve access to legal aid for the population; the dissemination and translation of laws and regulations into Kirundi; and capacity building of justice actors. This trajectory will focus on two objectives.

■ *Legal Aid Commissions and legal aid structures assist at least 80% of beneficiaries in the intervention areas*

Building on the work that was done in 2019 and the ministerial order that stipulates the functioning of the Legal Aid Commissions (*Commissions d'Assistance Judiciaire (CAJ)*), our partner organizations will work with the Ministry of Justice on improving the knowledge of paralegals in these commissions. The aim is that paralegals will assist at least 80% of beneficiaries in the intervention areas in Bubanza, Bujumbura and Mwaro. By facilitating efficient communication between the paralegals working on cases of vulnerable populations and the local authorities, we aim to show the success of this approach and to convince authorities to implement it in more locations.

■ *Recommendations from local consultation processes between judges and lawyers are addressed at national level*

To improve the accountability of the judicial sector towards the public, consultation sessions will be organized between lawyers and judges, aimed at improving the judicial process. Problems identified in these sessions will be raised at the national level with the government to improve the fairness of the judicial process. We aim to have at least 10% of the recommendations made by local justice actors to be taken up by the Ministry of Justice.

Inclusive and engendered peace

The Burundian government has decided to strengthen its commitment to eliminate gender inequalities and exclusion by updating the 2003 National Gender Policy. Some progress has been made since, but challenges remain, including the low access of women to decision-making bodies, especially at the local level. We have singled out two objectives.

■ *Increased women and youth participation in electoral processes, decision-making and peace mechanisms*

Over the last years, youth poverty and unemployment have increased. This makes youth even more vulnerable to the tensions in society. We aim to increase the successful participation of women and youth in the 2020 electoral process in order to encourage local and national decision-makers to open spaces for youth in decision-making positions and in peace and security processes. This will increase the resilience of youth vis-à-vis the rising tensions.

■ *Sustained achievements of women and youth in participation, protection and conflict prevention*

In the past four years, our partners together with local governments, women, youth and local media CSOs have realized significant achievements. We will focus on sustaining the efforts needed to promote and implement these achievements, which include the action plan for the implementation of the charter on gender-sensitive media; the strategy for women's

participation in the 2020 elections; the establishment of *Akadacika* (youth) watch committees and the *Umuhivu w'Imboneza* (women) platforms in all provinces; and permanent dialogue frameworks at the local level.

2.3 Central African Republic

Context

In the run-up to the 2020 presidential elections, we are beginning to note the restrictions imposed on civil society's freedoms and the scope of action for advocacy at the national and regional levels. With the international support of the Civil Society Platform for Peacebuilding and Statebuilding (CSPPS) and their country team, we will closely monitor such developments and gather information on indicators of civic space restriction (e.g. the number of opinion and civil society leaders killed or imprisoned, number of opinion leaders and civil society members placed under surveillance, number of individual surveillance cameras). Civic space in the CAR is classified by CIVICUS as closed, but there is still room for engaging in advocacy towards the government. The lack of strong civil society actors and inclusive participation of civil society in the public dialogue negatively impacts the legitimacy and longevity of the peace process. The protection and expansion of civic space for an active civil society is therefore vital, and the partners in Capacitating Change see it as their role to contribute to the strengthening of a weakened civil society and aim for full participation of citizens. The Partnership aims to open up space for the needs and demands of victims of both SGBV and of the violence in the country.

Security and access to justice for all

We consider victims of conflict to be key actors in the peace process in the CAR. Their situation and needs form the basis for all lobby and advocacy towards the government, MINUSCA, Parliament, and religious leaders. The journalists that are trained as part of the Partnership play a central role by giving the victims a voice in national and international forums. We have set three objectives for 2020.

- *A platform of victims' organizations is set up with a representation of members within the CVJRR*

We believe that victims should be represented in the Truth, Justice, Reparation and Reconciliation Committee (CVJRR) to defend their interests. To achieve this, we will mobilize CSOs and ensure that victims' associations join together to form a network of victims' CSOs. The network will engage local media to communicate on victims' experiences and expectations.



Security Forces in CAR attend a training on Sexual and Gender-Based Violence sensitivity

- *By September 2020, courts and tribunals have ruled on at least 20 victims' cases*

Following up on the work that has been done in the listening centers (*centres d'écoute*) where victims receive access to psychosocial and judicial support, promising cases will be identified and brought to court in order to create precedent for these cases, thereby making it easier for future cases to be brought forward. The victims' CSO platform, with the support of human rights organizations, lawyers, community leaders and the media, will leverage their combined strength to influence courts and tribunals to rule on a minimum of 20 victims' cases identified in their jurisdiction.

- *The Ministries of Humanitarian Action and Social Affairs will include a line for the care of victims in the 2021 budget*

Following the courts' decisions, the needs of the victims will have to be institutionalized within the CAR state services. We will advocate for the Ministries of Humanitarian Action and Social Affairs to include funds for victim care in the 2021 budget.

Inclusive and engendered peace

In 2020, the trajectory will focus on facilitating access to justice for victims of (sexual and) gender-based violence in conflict situations by means of three objectives.

■ *Adoption of the law on legal assistance for GBV in CAR*

We will influence Parliament through the Law and Gender Committee to adopt the Legal Aid for (S)GBV Victims Act. This law will give victims the right to benefit from free legal proceedings before the courts, and to have legal advisors at their disposal.

■ *At least three GBV crisis centers are established in conflict-affected communities*

Together with our local partners, we will lobby with the relevant United Nations organizations (UNDP, UNFPA, MINUSCA) and INGOs to encourage support for the establishment of 'listening centers' in communities affected by conflict.

■ *Platform of 12 journalists influences decision-makers to reduce (S)GBV*

We will bring together media professionals of radio and printed media to create a platform for journalists sensitive to (S)GBV. Together with the platform, campaigns will be planned to influence decision-makers on taking measures to reduce sexual and gender-based violence.

2.4 Democratic Republic of Congo

Context

Presidential elections were held in December 2018 and won by Félix Tshisekedi – a controversial and contested outcome to date. In January 2019, Tshisekedi was sworn in and succeeded Joseph Kabila, whose party has won the majority of seats in the National Assembly. This caused the formation of a new government to take a lot of time until September 2019 with 66 members, led by a prime minister close to Joseph Kabila and composed mainly of members of Kabila's political coalition. Issues related to corruption, appropriation of public property and control of key public sectors are still not solved.

After the elections, there were signs of civic space opening up, notably with the release of political leaders, the possibility to organize peaceful demonstrations and the reopening of opposition media. Despite these early positive developments, a fragile civic space remains a major concern for civil society organizations in DRC as considerable obstructions continue to hamper them in carrying out their activities.

At the same time, the country is still dealing with an Ebola outbreak in the North and South Kivu and Ituri provinces since August 2018, which is difficult to deal with due to the conflicts and insecurity in that part of the country.



Training workshop for paralegals from Kabare, DR Congo

Security and access to justice for all

In 2020, The Security and Access to Justice trajectory will focus in the last year on sustaining the successes of the previous years through supporting the implementation of policies and regulations already adopted at the national, provincial and local level. The objectives include:

■ *Formalization of Alternative Dispute Resolution Mechanisms provided for by the PNRJ*

Together with our local partners and other stakeholders, we will lobby the Minister of Justice and the National Human Rights Commission for the harmonization of the operating

framework of Alternative Dispute Resolution Mechanisms (ADRM) as stipulated in the National Plan on Justice Reform (PNRJ). We will work with actors on different levels: on the local level with the government on recommendations for the implementation of the MARCs – also based on experiences in the CISPE program that is funded through the Embassy in Kigali – working with the government on a national level as well as the international level in Genève.

■ *Operationalization and public funding for Local Security and Proximity Committees (community policing, CLSP) in South-Kivu Province*

To ensure the continuation of police reform, the Partnership will work together with police on the local level and bring this up to the provincial level, to lobby for the approval of a Provincial Decree to reserve the necessary funds for the CLSP. We will also support the capacity building of police officers in South-Kivu.

■ *Implementation of the provincial regulations on agropastoral activities in South Kivu to reduce conflict*

Local CSOs will support and monitor the implementation by the Minister of Agriculture, Fisheries and Livestock of the recently approved Provincial Decree No 19/008 regulating the practice of domestic animal husbandry in South Kivu. Transhumance is a source of conflict between farmers and pastoralists in the agro-pastoral areas. Improved transhumance management clarifies the rights of both groups. Our local partners will sensitize local communities on the new decree.

Inclusive and engendered peace

The focus of this trajectory will be on enabling women, youth and other vulnerable groups to have a stronger voice in influencing the decision-making processes that affect their rights. Three objectives for 2020 are meant to promote the representation of these groups.

■ *Electoral lists contain 50% women and other vulnerable groups in the upcoming local, municipal and urban elections*

Together with our partners, we will lobby Parliament to adopt a revision of Article 13 of the Electoral Law. This law makes it compulsory for electoral lists for local, municipal and urban elections to include at least 50% women and other vulnerable groups. We will also lobby political party leaders and other key groups to increase the representation of women in the elections.

Women's and Disability Rights Advocate Piloting New Ministerial Rights Portfolio

Ms. Irène Esambo Diata, a career lawyer and Coordinator of CHJ 1325, a partner organization in DRC, was chosen to pilot the Ministerial portfolio on people living with disabilities and other vulnerable groups.

This is the first time in the country's history that the government has installed an official responsible for these groups. The many efforts of the Partnership and the consortium of organizations working in the *Engendered and inclusive peace* trajectory in DRC kickstarted this initiative by banding together to update the 1325 National Action Plan. As a result, Ms. Diata – now Minister for People with Disabilities – can continue her work as an advocate for the promotion the rights of women and the disabled at the national level.

"Let us take this opportunity to congratulate Ms. Diata for her appointment to this position and the Partnership for the hard work in revising the 1325 National Action Plan, which formed the basis on which this portfolio was installed," said Ms. Philippe, Coordinator of Best.

The representatives of people living with disabilities have indicated that they will take this opportunity to call on provincial and local authorities throughout the country to follow in the footsteps of the Head of State. They will continue to advocate for the representation of people living with disabilities and other vulnerable groups in decision-making bodies in accordance with Article 49 of the Constitution and other international legal instruments ratified by DRC.

■ *The Participation Pillar of NAP 1325 II is budgeted and implemented by the Ministries of Gender*

Local partners will strengthen the capacity of youth networks to monitor the implementation of the NAP 1325 II by the national and provincial Ministries of Gender. An active role of women and youth is important to achieve lasting results towards the objectives of the NAP. Other key lobby targets are the National Secretariat 1325 and the specialized Parliamentary committees.

■ *The cases of SGBV are reduced in academic arenas*

We will promote a more prominent role for young people in the fight against (S)GBV at universities by supporting existing youth networks and movements in Kinshasa and North Kivu Province.

Accountable and responsive health services

Previously, advocacy by the Partnership focused on policies for Community Health Insurances (*Mutuelles de Santé*). In 2020, the trajectory will also emphasize the financing of the health sector based on the strategic vision of the new Head of State, who aims to devise a National Strategic Plan for Universal Health Coverage (UHC). Three objectives were set.

■ *80% disbursement of funds allocated to health and social protection at the national, provincial and local levels*

The low level of actual disbursement of public funds which have been allocated to the health sector, is a major reason for the sector's poor performance. The aim of our lobbying activities towards Ministers of Public Health, Finance and Budget, is that 80% of the allocated budget is actually being disbursed. This will help to increase the access of local communities to quality health care.

■ *Community Health Insurances are at the core of the National Strategic Plan for Universal Health Coverage*

We will advocate towards the New Presidential Special Adviser on UHC for the integration of the Community Health Insurance into the National Strategic Plan for UHC and its Roadmap, both of which are currently under development. The incorporation of legislation governing Community Health Insurances will facilitate community access to local health insurance.

■ *The implementation of national and provincial Community Health Insurance regulations and policies*

Two important laws that regulate the Health Cooperatives urgently need to be put into practice. At national level, our partners will lobby the Ministry of Labor and Social Security to adopt the implementing measures for Law No. 17/002 (February 2017), which determines fundamental principles relating to Community Health Insurances. At provincial level, we will lobby the Governor of North Kivu to implement the Provincial Edict No. 18/003 (July 2018) to ensure that the provincial coordination commissions of Health Cooperatives function properly.

Extractives

We will continue to support and monitor the implementation of the new Mining Code, with an emphasis on the gaps observed during 2018 and 2019. By working with stakeholders at all levels, focusing on issues that have their consensus, we aim to improve the socio-economic conditions of communities and artisanal miners living in mining areas through three objectives:

■ *Community funds are allocated and paid to community development projects in mining areas and are well managed*

The local partners will monitor the implementation of community development provisions in the mining sector. This involves monitoring the mining companies, which are obliged to pay taxes and funds for community development, as well as the provincial central government and the *territoires*, which are responsible for allocating and ensuring the proper management of the funds. We will advocate for the participation of communities in the definition of the local development plans, the elaboration of the participatory budget, as well as in the monitoring of mining operations.

■ *Implementation of regulations on traceability and certification of minerals*

The new Mining Code provides national instruments for the traceability and certification of minerals. Together with our partners, we will pressure sub-regional as well as international organizations (ICGLR, EU, OECD and UN) to ensure the implementation of their regulations on responsible mineral procurement.

■ *Contribution of artisanal mining to community development*

Local partners will lobby for the formalization of artisanal mining, which includes the creation of Artisanal Exploitation Zones (ZEAs), cooperatives and trading centers. We want to engage the Minister of Mines and other stakeholders in the implementation of local development and artisanal mining provisions as an alternative to the abolished basket fund. This is needed so that artisanal miners can establish themselves in artisanal mining areas and make a responsible profit. This is the only way that communities will be able to benefit from the exploitation of minerals.

2.5 Nigeria

Context

The general elections held in March 2019 brought in several new political office holders and appointees, including ministers and commissioners. Facing new lobby targets in some areas of our work, might imply that certain lobby interventions need to be started afresh, particularly with regards to the mainstreaming of environmental, social and human rights.

Furthermore, some the election results, including that of the elected president, are being contested in court. While this is a legitimate process, it appears to distract concerned decision-makers from effectively performing their roles. This has implications for the Partnership, especially in Rivers State where our lobby targets are involved in election disputes. The lobby opportunities in Bayelsa State were impacted in the build-up to the elections for the next governor scheduled for November 2019.

Extractives

We have been lobbying for the clean-up of oil spills in Ogoniland since 2016. In 2019, the clean-up process finally took off. In 2020, we will focus on ensuring accountability in the clean-up process in line with the recommendations of the 2010 United Nations Environmental Program (UNEP) report. We are concerned that the ongoing process might not have desirable and favorable outcomes for everyone. Moreover, we notice implementation gaps that may hinder the clean-up, which urgently need to be addressed. We will work on enhancing the implementation of the clean-up and emergency measures, and on achieving a sustainable environment and livelihoods for the people of the Niger Delta, guided by three broad objectives.

■ *Inclusive implementation of the clean-up*

We will lobby the Hydrocarbon Pollution Remediation Project (HYPREP) to implement an inclusive clean-up that is satisfactory for all key stakeholders. We will support HYPREP to ensure that communities, CSOs, oil companies, contractors and other stakeholders are all on board to jointly determine the outcomes of the clean-up.

■ *Adoption of the principles of the Environmental, Social and Human Rights Impact Assessment (ESRHIA)*

Building on our previous work, we will lobby the 9th National House of Assembly to put the adoption of the ESRHIA principles on its agenda. This will be a significant step towards legislating for improved management of environmental impact. The 8th Assembly expired before ESHRIA could be integrated in the amendment of the Environmental Impact Assessment Act, which is why we will continue to lobby for this to happen.

■ *Reduced illegal bunkering and artisanal refining, enhanced alternative sustainable livelihoods*

We will engage communities and local governments to work together on implementing existing plans to monitor and reduce illegal bunkering and artisanal refining. In 2019, we sensitized and trained communities and CSOs on mechanisms for monitoring, reporting and curbing artisanal refining. Our next step in 2020, is to stimulate them to implement these mechanisms. Simultaneously, we will lobby for the creation of alternative sustainable livelihoods, especially for women and youth.

Empowering Civil Society and Women's Advocacy in Ogoniland

The Niger Delta region in Nigeria is a petroleum-rich region extending over 70,000 km² or 7.5% of Nigeria's landmass. It covers nine states in southern Nigeria and is home to about 31 million people of different ethnic groups including the Ogonis. Several oil spills occurred in the region between 1970 and 2000 with Ogoniland among areas worst hit.

Ogoni women appear to be the most affected in the ensuing unproductive and unsafe environment in Ogoniland. The challenges they face including lack of access to clean water for their households; contaminated farmlands and water bodies resulting in threatened or loss of traditional livelihoods; increased health risks; non-representation in decision making; and insecurity which is often as a result of youth militancy, electioneering and communal clashes.

Together with local CSO partners, we organized women from the communities into groups to leverage their strength for better impact and improve their advocacy potential. The Coalition of Ogoni Women Development Initiative, which seeks to provide a platform for Ogoni women to articulate and present their issues, is one of such groups. The coalition has gone ahead to push for the inclusion of women in the Central Representative Advisory Council (CRAG) in Ogoniland, which is responsible for the overall stability of the area.

Many Ogoni communities are still without safe drinking water, so the coalition facilitated a roundtable with selected media organizations to highlight this and other issues, and call government to action, securing commitments from local authorities to take up these issues and enhance service delivery in the area.

2.6 South Sudan

Context

With the signing of the Revitalized Peace Agreement (R-ARCISS) by President Salva Kiir and former vice-president Riek Machar in September 2018, hopes for a peaceful South Sudan grew. However, over the course of 2019, there were still instances of hostilities between both parties to the agreement. A Revitalized Transitional Government of National Unity is meant to be formed on 12 November 2019. The formation of an inclusive government is a prerequisite for stability and lasting peace in the country. This government will have to deal with many serious challenges, including decisions on the number of states and their boundaries, the formation of a single national army, and the amendment of the constitution. If on 12 November, the country's leaders fail to form an inclusive government, this will be a serious risk for peace and stability across the country. This in turn might have a negative impact on the implementation of the Partnership in the final year.

The relationship between the state and civil society remains problematic and tense. Civic space is continuously shrinking. Our partners are limited by restrictive measures taken by the government and national security officials. These developments mostly affect our lobbying and advocacy strategies at the national level. At the subnational level and within communities there is still some space for influencing decision-makers, especially when framed in neutral language.



Surveying women's experiences of and priorities for security in South Sudan.

Engendered and inclusive peace

In 2020, our lobby efforts for this trajectory will continue to focus on combating gender-based violence (GBV) and on increasing women's participation in (political) decision-making, for which we set three objectives.

■ *Women's political participation*

Our objective is to increase the participation of women in 5 political parties, and to ensure that their opinions are considered in decision-making processes. We will take this agenda forward by providing trainings and facilitating discussions with the women's leagues and the secretary generals of the targeted political parties.

■ *The government and security actors take action to fight gender-based violence*

With our partners, we will continue to train

community leaders and security actors (mainly army and police) on how to prevent and respond to GBV cases. Our lobbying activities will be based on the recommendations derived from the Women, Peace & Security Barometer. This tool was developed by Cordaid to involve local women and their organizations in L&A on topics that directly concern them. Women-led community dialogues will also continue, and we will keep bringing communities, opposition parties and government together to discuss GBV and other security issues. Building on the activities of the past years, we will follow up on action points of the Neighborhood Assemblies.

■ *Security actors at state level, CSOs and media communicate regularly and coordinate their efforts*

Partner organizations CEPO and Steward Women will engage security actors at state level (Jonglei, Wau, Imatong and Jubek), CSOs and the media to create an enabling environment for addressing GBV issues. Radio talk shows will be developed and broadcast. Against the background of decreasing civic space, promoting dialogue and cooperation is of utmost importance to maintain and improve trust between state and civil stakeholders.

Security and access to justice for all

In 2020, we will focus our efforts on improved coordination between formal and informal justice actors, improved relationships between communities and security actors, and engagement of communities in intercommunal dispute resolution and community consultations. GBV and land disputes will be the central topics.

■ *Formal and informal justice providers coordinate their work*

To improve citizens' access to justice, we will continue to facilitate the mobile courts as well as promote effective coordination between formal and informal justice providers. To this end, our partners will facilitate quarterly coordination meetings and jointly train formal and informal justice actors on land and property rights and laws, and alternative dispute resolution mechanisms.

■ *Security actors address community security needs*

Because of our earlier activities, citizens have a better understanding of their security needs, rights and duties as well of the roles and duties of security actors. Building on this increased awareness, we will strengthen the Quarterly Coordination Forums, where communities can directly discuss their security concerns with the relevant security actors and demand an effective response. To follow up on the commitments made at these forums, our partner South Sudan Law Society (SSLS) will be lobbying army officials, national security actors and police officers.

■ *Engagement of communities in intercommunal dispute resolution*

Last year, community mediation groups were successfully set up in Torit and Magwi. Our partners will now support these groups in facilitating community dispute resolution sessions, focusing on GBV issues and disputes over land and property. We will scale up the approach by establishing new mediation groups in Wau. We will also continue to facilitate quarterly consultative meetings in which members of different mediation groups participate. These meetings support intercommunal dispute resolution and provide input for the Quarterly Coordination Forums.

Extractives

The Partnership will focus on addressing the negative environmental impacts of the extractives industry, on conflict related to the extractives industry, and on improving transparency, accountability and access to information in the oil sector. Research will continue to form the basis of our advocacy strategies, for which we identified three objectives for 2020.

Advocating for Revenue Sharing to Prevent Conflict in South Sudan

South Sudan's Petroleum Revenue Management Act of 2013 stipulates that 5% of net petroleum revenues will be distributed to local communities to address lingering socio-economic, post-conflict and environmental questions. Our partner organization, Sudd Institute, conducted studies in 2017 that demonstrated these revenues had been improperly allocated and transferred.

The Upper Chamber of Parliament invited the Sudd Institute in 2019 to present its findings on the implementation of 5% share of net petroleum revenues. The Sudd Institute convened a high level consultation workshop bringing together key stakeholders, including the Minister of Petroleum, Minister of Finance and Planning, Members of Parliament, Governors of petroleum producing states, community leaders, and CSOs, to highlight the current gaps in implementation.

The revenues are meant to (1) recognize local rights to the petroleum resources, (2) compensate for negative impacts of extraction in local communities, (3) promote economic development, (4) mitigate or prevent violent conflict intra-community and between communities and extraction companies, and (5) address environmental pollution, a legacy of the war and central element to ending the conflict.

As a result of these efforts, Parliament has made serious commitments to review and amend the Petroleum Revenue Management Act of 2013 so that 5% of petroleum revenues will be distributed to communities, further gaps in the Act will be amended, and regular, credible environmental and social audits will be conducted. Sudd Institute will work with local communities to ensure follow up on these commitments in 2020.

the Partnership, as well as on our partners' documentation on community needs, to promote better awareness of the local content on the part of both extractives companies and communities. Simultaneously, we will train communities on non-violent mechanisms to address local conflicts and grievances. This will help us to facilitate dialogues between local communities, companies and (local) government officials on community grievances.

■ *Government action on environmental pollution*

Our lobby will focus on influencing the government to conduct the promised comprehensive and credible environmental and social audit, using the findings of Sudd Institute's research on environmental pollution. We will continue to facilitate dialogue between civil society and environmental committees at state level. This dialogue is aimed at tabling environmental bills and influencing the national government to establish an independent Environmental Management Authority. Building on our success in lobbying members of parliament at State level, in 2020 we aim to establish a forum that brings together communities with parliamentarians. In this way, we intend to bring state-level advocacy to the national level.

■ *Addressing land disputes and other extractives-related grievances*

We will build on previous research conducted under

■ *Implementation of the Petroleum Revenue Management Act*

To influence the successful implementation of the Petroleum Revenue Management Act, we will continue to lobby for increased transparency, accountability and access to information. As part of this effort, we will continue to train the Community Development Committees in devising lobbying action plans and supporting them to oversee the usage of the oil revenue share. Simultaneously, we will work in close cooperation with the (newly established) South Sudan chapter of Publish What You Pay on identifying transparency and accountability issues. Our partners will continue lobby meetings with the national Ministry for Finance and Petroleum to follow up on agreements made in 2019 meetings, and the recommendations of previous research.

3. INTERNATIONAL LOBBY AND ADVOCACY

3.1 Theory of Change

Fragile states are characterized by weak governance, hampered service delivery for the population, lack of accountability, uneven economic development, and deterioration of state legitimacy. Powerful stakeholders have a strong interest in maintaining the status quo of unequal power relations. As a result, citizens – especially vulnerable groups like women, youth and minorities – are excluded from participating in decision-making. They also fail to benefit from the most basic functions of the state such as security, access to justice and health services.

Those in power often consider civil society merely as the representation of the political opposition. International critics are considered enemies who threaten the status quo of those in power. Civic space in fragile states is increasingly shrinking, which affects the social fabric and leads to high levels of mistrust among citizens. In many fragile states, there is very little interaction between citizens and the government and accountability is lacking entirely. Among the population, a general sense of insecurity prevails, aggravated by the impunity for crime and violence. Shared social norms and values break down, which further erodes the social contract.

The Capacitating Change Strategic Partnership therefore works towards restoring the social contract between citizens and the duty-bearers of the state. In fragile contexts, the relationship between civil society and the state needs to be re-invented. What is needed first and foremost, is the opening up of space for civil society so that citizens can express their expectations and needs. The next step is for the state to meaningfully acknowledge their needs and demands and to respond effectively.

The Partnership strengthens the capacity of civil society actors to hold governments accountable and to advocate for the design and implementation of better practices, laws and policies, thus contributing to accelerating the implementation of the 2030 agenda for Sustainable Development (SDGs). By enhancing the capacity of civil society organizations to speak out and exercise their legitimacy, the Partnership amplifies the voices of the most vulnerable groups, especially women and youth, who suffer the most from conflict in fragile settings. Our thematic experts from the Cordaid Global Office and country offices enable local partners to plan their advocacy strategically. Furthermore, they facilitate the translation of international frameworks to the country level in order to strengthen the position of civil society actors towards decision makers, and vice versa.

When CSOs successfully engage powerholders through coordinated lobbying and advocacy at local, national and international levels, they create a better position to **protect and expand civic space**. Thus, they can influence state actors and other authorities to become more responsive and accountable to citizens seeking security and justice, citizens in need of health services, and to prioritize people-centered solutions to insecurity and conflict that are consistent with the law and human rights standards. An increased recognition of the role of civil society organizations in representing the voices of citizens leads to a more favorable environment for influencing laws, policies and the practices of state duty-bearers. When advocacy is successful, we observe a more responsive and accountable state governance and, consequently, improved state-citizen relations. This will result in a strengthened **social contract**.

Together with our partners, we are working simultaneously in countries on implementation and in the international arena on restoring the social contract and civic space through our efforts in 5 thematic trajectories. Our international lobbying and advocacy efforts not only aim at influencing the international policymaking discourse, but additionally provide valuable support to local efforts to develop advocacy strategies. This enables CSOs to push for meaningful and sustainable changes in practices, regulations and policies. We use a bottom up approach, based on evidence of what communities and beneficiaries need and expect from their governments. We use data to advance evidence-based advocacy in diverse international forums, such as at the UN, EU, OECD, World Bank, as well as in The Netherlands, contributing to the discussion and policy developments. We do not do this alone: we support and capacitate to our partners in the implementation countries to make their own voices heard.

The Partnership works on strengthening civil society capacities for lobbying and advocacy for expanding civic space and restoring the social contract within the following thematic trajectories:

- *Inclusive and engendered peace (SDG 5 & 16)*
- *Security and access to justice for all (SDG 16)*
- *Accountable and responsive health services (SDG 3 & 16)*
- *Extractives (SDG 16)*
- *Space for civil society (SDG 16)*

3.2 Highlights per thematic trajectory and links with countries

3.2.1 Space for civil society

Recent years have witnessed significant changes in the composition and role of civil society worldwide. Innovative new actors shake up the CSO landscape. Dynamic and fluid new forms of grassroots organizations re-energize the civic sphere and are creating new space for civil society in certain contexts. Civil society capitalizes on new technologies that increasingly play a disruptive role (but which can also be used against them) and attempts to reclaim its legitimacy. At the same time, ensuring the sustainability of its efforts is increasingly challenging for many CSOs due to financing constraints.

What we understand by civic engagement is that members of society attempt to influence public processes that are highly relevant to achieving a life in dignity, building peaceful societies, restoring the social contract and leaving no one behind. When CSOs and ordinary citizens are highly engaged, this allows individuals and communities to identify and address issues of concern, to air their grievances, and to meaningfully participate and influence policy making. Civic engagement thus helps to prevent the escalation of people's grievances into violence and the exacerbation of fragility.

However, space for civil society worldwide is increasingly shrinking. Locally, CSOs face repressive legislation, criminalization of their political and/or human rights work, as well as negative perceptions of their intentions among local communities. Meanwhile, the international legal system is eroding, which prevents civil society from effectively lobbying and advocating for change. Additionally, Western donors have diminishing influence on authoritarian regimes. Coupled with decreases in funding for CSOs both nationally and internationally, these trends endanger the free and meaningful operation of CSOs and their constituencies in efforts to realize positive change in society. A striking example is the exclusion of women from the peace negotiations in Afghanistan and the crack-down on international NGOs in Burundi. The latter has a direct impact on the operations of Cordaid's country office and is paralyzing the entire NGO landscape in-country. Since Cordaid's SP ambition is to restore the social contract in its focus countries, this trend of diminishing civic space puts the effectiveness of our Strategic Partnership at risk.

The Partnership aims to promote the full and meaningful participation of all groups in political and public life. We work to promote agency for those experiencing exclusion. Local and regional CSOs are key partners in our efforts to restore the social contract and to protect and expand civic space. In 2020, the Partnership will engage and influence relevant international stakeholders in order to widen the political, operational and financial space for CSOs in fragile and conflict-affected societies to promote that inclusive stability and inclusive governance. We have identified four priorities for 2020.

■ *Coordinated pushback against shrinking civic space*

We will continue to support our partner organizations to advance our common civic space agenda in the implementation countries. We will enhance our strategic collaboration internationally, in The Hague, and in Partnership countries, to push back against shrinking civic space in line with the priorities of the Dutch Ministry of Foreign Affairs (MoFA). Additionally, we will work to strengthen the resilience of our partner organizations by building networks of like-minded partners and developing their capacities to lobby and advocate for positive change.

■ *Increased quality and quantity of funding for overseas development initiatives*

We will advocate for more funding for CSOs, both in the Global South and for INGOs to advance the SDG agenda and fulfil the Dutch commitments regarding ODA. These lobby efforts will take place in face-to-face meetings with donor governments in The Hague and at regional and international forums.

■ *Strong role of religious and faith-based organizations in fostering peace, security and development*

Faith-based organizations and religious leaders often play a meaningful role in conflict prevention and mitigation, and peacebuilding. We will seek strategic engagement between faith-based organizations and the newly appointed Special

Envoy on Religion at the MoFA to advance this agenda and to raise awareness of the important role that religious and faith-based organizations play in peace, security and development.

■ *Incorporating civic space and local voices into SDG16+*

We will engage the Dutch parliament, the UN and European System during debates on civic space and on the SDGs in the run-up to relevant summits and lobby for the importance of accelerating progress on SDG16. We aim to strengthen the understanding that for the 2030 agenda to succeed, we must urgently counteract restrictive measures that curtail civic space. We will pursue these aims by amplifying voices from the South and working closely with our local partners. We will also rely on our partner the Civil Society Platform for Peacebuilding and Statebuilding (CSPPS) to expand our reach to countries where the Partnership is not active.



Policy roundtable at the UN in New York on broadening the scope of SDG 16 to include both informal and formal justice actors

3.2.2 Security and access to justice for all

This trajectory aims to influence state duty-bearers and international actors to adopt policies and practices that contribute to more responsiveness and accountability towards security and justice seekers. In many of the six SP implementation countries, state duty-bearers at local, subnational and national levels are unable or unwilling to meet citizen security and justice needs. This lack of responsiveness undermines citizens' confidence in the state, a sentiment that is exacerbated by people's perceptions of a lack of accountability for actions undertaken by (state) authorities. As a result, the social contract between citizens and state duty-bearers deteriorates.

In 2020, we will continue to work towards restoring the social contract, building on ongoing activities from 2015-2019. Key priorities for 2020 include:

■ *Research and advocacy on political legitimacy*

A lack of responsiveness and accountability undermine citizen perception of the state, as well as public confidence in international actors working on security and justice. We will continue research and dissemination efforts examining how EU and UN peace missions and operations can contribute positively to political legitimacy.

■ *Translate insights from the work of Cordaid and partners into internationally relevant policy and programming advice*

We will build on previously undertaken research as well as conduct new research to strengthen the evidence base for the policy and programming advice that we provide to relevant actors at the national level and in international forums. This includes further dissemination of our 2019 research on broadening the SDG16 agenda to include informal justice actors in pursuit of justice for all. Additionally, we will focus on land justice, which has proven to be a key source of tension in many of the SP countries. We will conduct and present research on land justice issues. We will also build a partner consortium, which can advocate at the national and international levels to inform and influence the development of national and global policy frameworks for improving access to land justice.

■ *Bridging international and national lobby efforts*

Building on the global dissemination of our research report 'Diverse Pathways to Justice for All' at events in October and November 2019, we will shift the focus of our advocacy on customary and informal justice to the national level. We will

launch reports through policy roundtables in the focus countries and convene advocacy meetings with key actors in-country.

3.2.3 Inclusive and engendered peace

Restoring the social contract between a state and *all* its citizens is impossible as long as patriarchal systems exclude women and prioritize the needs and status of (older) men. A successful and sustainable social contract can only be forged through a truly inclusive approach. This means involving women, men, girls and boys from different backgrounds and ages.

In 2020, we celebrate 20 years of the Women, Peace and Security (WPS) Agenda. However, while some progress has been achieved in implementing the various elements of the Agenda in the past two decades, in recent years this progress has come to a halt. The growing influence of conservative and patriarchal authorities in the regions where we work, coupled with restrictive legislation and attacks on women's rights, are limiting the civic space for women's (rights) organizations. This trend hampers progress towards inclusive and engendered peace at the national, regional and international level, which in turn impacts on the restoration of the social contract between all citizens and (state) authorities. Our priorities for 2020 therefore include:

■ *Meaningful participation of women and youth in peace and security processes*

We will direct our efforts towards facilitating and supporting meaningful (political) participation of women and youth in ongoing peace and security processes. This means that they need to be represented at the forums where these processes are being formulated, to ensure that their needs and expectations are included in the peace efforts. Our focus will be on the peace process in Afghanistan, working towards the integration of women's and youth perspectives in various international platforms working on this complex political process.

■ *Voices of women and youth heard in international forums*

Many decisions that impact the lives of women and girls are made at international venues. We will make sure that local women, girls and boys can use their voices to convey their perspectives and priorities at large international events and forums, including CSW 2020, UNSCR 1325 2019 and 2020, the Beijing 25+ Meeting, the Open Debate on Sexual Violence in Conflict, and more. We do this in cooperation with (local and international) partner organizations and networks.

■ *Greater understanding of the links between WPS and religion*

Achieving the WPS Agenda in areas where religion is a central part of society, will often require a specific lobbying and advocacy approach. We will conduct and promote research on the links between the WPS Agenda and religion. This will also help our partners and us to develop informed, high-quality and effective lobby and advocacy strategies to enhance our efforts to achieve the WPS agenda in these regions.

3.2.4 Accountable and responsive health services

Universal Health Coverage (UHC) aims for universal access to quality healthcare that is effective and affordable for all. Achieving UHC is an important strategy for states to meet the needs of their citizens. It demonstrates the ability of the state to provide for equitable and effective delivery of public services, and to use national resources for public gain rather than private profit. By committing to providing accountable and responsive services, duty-bearers work towards enhancing their legitimacy among the public. Therefore, efforts to pursue UHC are central to the wider effort of restoring the social contract.

A Seat at the Negotiating Table for Women in Afghan Peace Talks

Over the course of 2019, Cordaid and AWN have advocated for women to have a seat at the table during the Afghan peace talks between the United States and the Taliban. These efforts took the team from Kabul and The Hague to the United Nations and US Congress in Washington, D.C., reiterating the central role that women play in peace and security and protecting the investment of both the US and the UN in the rights of women and girls.

"Afghan women have always played an active role in public life. We have continued to contribute to the development of post-Taliban Afghanistan. Despite this, peace deals are taking place outside Afghanistan and we are being ignored," said Nasima Omari, of Cordaid in Afghanistan, addressing the UN Security Council.

The US government committed to ensuring 26% of Afghan government delegates during the Doha talks were Afghan women. While this signals a positive step for the recognition of women as key players in peace and security, the inclusion of female independent and civil society activists, who represent the voices of women in provinces further from the capital, remains limited.

Together with AWN and other organizations, the Partnership will continue advocating for women to influence the talks, whether they are given a seat at the table or must resort to taking their folding chairs to make their voices heard.

It helps to fulfil the expectations that citizens have of their national duty-bearers in terms of accountability and responsiveness. Three priorities will guide our work on this trajectory in 2020.

■ *International donors of public healthcare maintain current UHC support levels*

In Afghanistan, public healthcare remains dependent on foreign aid. Public healthcare coverage and quality improved substantially thanks to interventions by international actors after the fall of Taliban in 2001. This is one of the few strong success stories of the international community in Afghanistan. Together with our partners, we will continue to advocate at the international level for a slower reduction in financial support for the Afghan public health sector, to ensure that the progress achieved is not being reversed.

■ *Design of and support for UHC roadmap*

After the presidential elections of 2019, the new President of the DRC asked Cordaid to support the Office of the Presidency in the design of a UHC roadmap as well as to prepare the DRC government delegation to the High-Level Meeting (HLM) on UHC at the UN General Assembly in September 2019. In 2020, we will work with our 3 partner NGOs to engage advocate for support for the UHC roadmap by national and international decision-makers. Meanwhile, we will pursue improved accountability and responsiveness at the provincial level by continuing to advocate for provincial laws practical measures and budget to implement the provincial laws for the *Mutuelles de Santé*.

■ *Increasing awareness of successful UHC among international donors of public healthcare*

We will continue our efforts to lobby the main donors for public healthcare in Kinshasa (DRC), Geneva, Brussels, New York, and elsewhere. As part of the SP, we will continue to showcase UHC success stories from Afghanistan and the DRC at international governmental conferences (World Health Assembly, UN HLPF, etc.) to draw attention to the potential for achieving UHC in fragile states.

3.2.5 Extractives

Access to and control over natural resources often is a major explanatory factor in armed conflicts and lies at the root of many fragile situations today. This is the case in five out of six of the SP partner countries: Afghanistan, Nigeria, DRC, CAR, and South Sudan. At the local level, lack of community consultation before contracts and licenses are awarded to the extractive industry triggers feelings of political marginalization and economic exclusion. Land disputes in resource-rich areas are widespread and can aggravate the communal sense of injustice, which may in turn ignite latent tensions. Tensions between and among communities, workforces and security personnel guarding the mines, exacerbates feelings of insecurity and diminishes people's confidence in (local) state security providers. Corruption linked to the extractives industry also reduces citizens' faith in the responsiveness and accountability of (state) authorities, further eroding the social contract at the local level.

Many of the same issues are reflected at the national level: governments lack the capacity to negotiate contract terms that benefit communities, corruption is rampant, and revenue flows from extractives are opaque. Furthermore, authorities rarely enforce legislation aimed to curb environmental degradation and social and human rights abuses caused by the industry. Revenues from extractives are not seen to contribute to the delivery of public services. All this hampers the responsiveness and accountability that citizens seek from (state) authorities. Moreover, when CSOs have limited space to influence decision-making processes, the fragile relationship between citizens and the state is damaged further, and thus the social contract is as well.

Initiatives like the Extractive Industries Transparency Initiative (EITI) and Publish What You Pay (PWYP) have had a positive influence on the governance of the extractives sector. However, much work remains to be done. Apart from known factors including weak national governance and the role of armed groups, multinational companies, international finance networks and foreign interests also have a major bearing on the societal impact of the extractives sector. For 2020, we have identified three priorities.

■ *Multi-national corporations take a greater role and responsibility in responsible supply chains*

We will continue to contribute to international framework discussions and advocate for changes in the roles and responsibilities of European companies, which are now often responsible for negative impacts upstream in the supply chain. Many companies contribute to local conflicts and are implicated in the corruption of (state) authorities. We will continue to push for international support in making tools available that help to identify and mitigate the risks associated with the extractives industry.

■ *Transparent and effective regulation on extractives*

We will continue to work with our partners to target EU institutions and EU governments, including The Netherlands, advocating for more transparency and better regulations on minerals extraction. We will lobby the OECD, advocating for the same transparency and strong regulations on oil and gas extraction. We aim to influence the members of the EPRM (multi-stakeholder mechanism for minerals) and the Dutch government, including via the MVO (Corporate Social Responsibility) Platform of Dutch NGOs. Our goal is to make Dutch and EU policy makers aware of the importance of involving local communities in extractives-related development. We call on them to ensure that ‘their’ companies abide by the rules, because improving transparency and accountability is key if we want to avoid that the presence of natural resources triggers violent conflict.

■ *Strengthened lobby and advocacy capacity of civil society with respect to resource extraction*

We will continue to develop the capacities of local CSOs to enable civil society in-country to devise strong lobby and advocacy campaigns targeting regional and international actors for positive change in the extractives sector. We believe these efforts directly contribute to expanding civic space at all levels of engagement. Agendas driven from the local level can have a major impact in international discussions, where regulators and policy makers take far-reaching decisions.

4. APPROACHES TO LEARNING AND CAPACITY DEVELOPMENT

4.1 Updating ToCs and learning

Together with local partners, we initiate annual planning processes by redesigning the Theories of Change for their trajectories. Partners first formulated specific, tangible and short-term objectives achievable in the final year of the Partnership. Subsequently, we constructed ToCs geared at attaining these objectives. To support this process, we reflected on which current working topics can most realistically deliver concrete results. Our thematic experts provided input for formulating the objectives during thematic exchange meetings in which local partners and country office staff participated. By making the objectives for 2020 explicit, we developed concise and focused ToCs for the each trajectory. Based on the adjusted ToCs, local partners formulated lobbying and advocacy strategies to influence key stakeholders, and prepared a detailed activity plan per trajectory. The planning tables and updated ToCs can be found in the country annexes below.



Reflection workshop in DR Congo

To achieve the 2020 objectives, close monitoring of progress will be needed throughout the year. Quarterly meetings have proven to be very helpful for joint reflection on the progress made and sense-making of advocacy strategies and results. In 2020, our partners will therefore also meet each quarter to analyze the harvested outcomes and compare these to their ToCs. We will pay specific attention to detecting early outcomes like positive responses of stakeholders. This will help to quickly plan follow-up advocacy actions to turn observed political will into tangible action by decision-makers.

In this final year of the Partnership, it will be more important than ever to draw lessons and to adjust approaches on time. Therefore, experts from the Global Office and our country teams

will reflect on what lobby and advocacy strategies have been most effective, drawing out lessons that will enable the necessary adjustments to achieve country and trajectory objectives. The support from thematic experts also facilitates the integration of international lobby at the national level.

Strengthening the social contract and increasing civic space will be priority topics for further learning as both concepts are central to our overall ToC. In the last quarter of 2019, an internal review will be carried out to evaluate the contribution of the Partnership to strengthening the social contract. We will use the findings in 2020 to expand on interventions that have proven to be effective in building relationships and reinforcing trust between citizens and governments. We expect that strategies will need to be tailored specifically to different country contexts, depending on the available space for civil society.

In the last year of the Partnership, an independent, external end-evaluation will be conducted for purposes of accountability towards the Ministry of Foreign Affairs. The evaluation will assess how effective the Partnership has been in achieving results on the objectives within the Theory of Change. Simultaneously, the evaluation will contain a strong learning focus. The evaluators will visit all six implementation countries and interview local and international partners.

These interviews will not only focus on results and outcomes, but also on the used methods for planning, reporting and sense-making, and the collaboration within the partnership. Partners will draw lessons to build on for a potential next phase of the Partnership, or for L&A projects and interventions that will follow from the current collaboration.

4.2 Capacity development

In 2020, capacity development will look differently from the previous years, as we will primarily focus on capitalizing on the increased capacities of our partners and country offices. We will minimize the number of trainings and instead emphasize coaching and mentoring, focused on how partners can most effectively apply the experience and capacities they gained in lobby and advocacy. We want to deepen our joint capacity development – of our own Cordaid as well as partner staff – through sense-making meetings. At the quarterly meetings and as part of peer exchanges during workshops, we will support partners in analyzing *how* results were achieved, and in particular, to what extent the ToCs and capacity development methods contributed to this process. This analysis of why changes did or did not happen the way we expected they would, and by comparing experiences between countries, we will be able to draw important lessons learnt. This will in turn help our partners and our Cordaid country offices to strengthen their intervention strategies for future programming, regardless where the funding will come from.

In addition, in 2020 we will support partners to embed activities, tools, approaches and results stemming from the Partnership in their overall operations and organizations. To this end, we will develop together with our partners, as well as at country level, exit strategies that will allow them to smoothly transition towards the end of the current funding period.

We will support local partners in using the advocacy products under the banner of the Partnership. Research studies, policy briefs, statements and other products that have been developed to influence international debates will be included in our partners' country level advocacy strategies. Translating international policy frameworks into concrete local or national advocacy action, and linking to international dialogue processes, proved to be a challenge for certain country offices and partners in the past year. The thematic experts will therefore assist them in strengthening the link between national and international advocacy strategies. They will help to identify influencing opportunities, reference international experiences and commitments, and link national-level issues around government policy commitments to international policy dialogue. For example, the our commissioned study *“Diverse pathways to justice for all: Supporting everyday justice providers to achieve SDG16”* will be used next year in promoting justice delivery by non-state actors in the countries covered in the study.

In 2020, we will carry out the annual capacity assessments for each organization for the fifth time. We will use the assessment results to analyze the effectiveness of our programming for capacity building of our partners.

5. COLLABORATION WITH THE DUTCH GOVERNMENT

5.1 Dutch Ministry of Foreign Affairs

The Strategic Partnership entails much more than merely a relationship between grant provider and grant recipient. The ambition of the SP framework was for structured cooperation. Thus far, this cooperation has been primarily ad hoc, rather than structured. However, the framework has allowed Cordaid to cooperate with the Dutch Ministry of Foreign Affairs in our interactions with the World Bank, the UN, the Knowledge Platform Security & Rule of Law, the Pathfinders for Justice, and comparable initiatives in the countries of implementation. We understand that the two partners of the SP, MoFA and Cordaid, play different roles, determined each by our respective characteristics and the context within which we operate. We appreciate that the partnership has been, and will continue to be characterized by flexibility, reciprocity and equality. This means that we have been able to hold each other to account, and to request each other to carry out or instead abstain from interventions if the local situation demanded this. This happened in specific cases, particularly in Burundi and South Sudan.

We envisage that 2020 will be a year of sense-making, not only at the program level but also regarding our partnership with the MoFA. We are committed to enhancing coordination and coherence in our relationship, actively seeking out policy-making opportunities to align our objectives, advance joint policy goals and deepen our collaboration. In 2020, we hope to provide input to the annual plans of MoFA (especially those of the Department for Stabilization and Humanitarian Aid (DSH)) and the multiannual strategy on justice, to jointly convene expert meetings, and to conduct joint visits to the countries of implementation. At the same time, we believe that differences of opinion and the friction that a tough debate can generate are welcome to energize our efforts and offer new insights for positive change.

5.2 Royal Netherlands Embassies

The embassies in the implementing countries have been strong allies of the Strategic Partnership, not only within the framework of 'Dialogue and Dissent', but also by connecting to our other ongoing programming in those countries. We acknowledge the challenges that embassies face when they are expected to interact with several programs and partners, while at times the capacity or thematic expertise to do so may not be available. However, together with our partners, we have strengthened dialogue and further interactions with the embassies, leveraging the usefulness of a partnership when diverse and different roles are needed to create impact. The embassies have supported the role of CSOs and have granted access to partners when requested. We expect that in 2020 this cooperation will be strengthened and that our different roles at the local level will support a successful final year.

6. SUSTAINABILITY, EXIT STRATEGY AND LESSONS LEARNED

As the Capacitating Change Strategic Partnership approaches its last year of implementation, we will give particular attention to consolidating achievements or that activities can be sustained by other stakeholders. In 2020, priority will be given to interventions and activities that contribute to the sustainability of the Partnership's results. How sustainability can be achieved will depend on the local situation. We will therefore engage our partners to jointly investigate scenarios and contingency plans.

We distinguish three scenarios:

■ *Phasing down*

This implies a gradual reduction of activities to sustain benefits after 2020. We will explore the capacity of local partners and Cordaid (country) offices to take on selected activities and explore the availability of new funding. Since our partners have strengthened their capacities on lobbying and advocacy, they should be able to continue influencing policy if they can sustain their organizational capacity. Some partners have already indicated that they intend to continue certain activities, such as information campaigns. Cordaid will gladly continue to act as a sounding board and facilitator for strategic engagement with partners both nationally and internationally.

■ *Phasing over*

Where current partners (including Cordaid) cannot sustain activities, we will attempt to fully transfer activities to other stakeholders. We will explore whether and which NGOs or institutions are willing to integrate specific activities into their interventions. This is particularly relevant for the coordination of networks, like the provincial justice networks in Afghanistan, and of local and regional committees that have been formed, such as (S)GBV committees in South Sudan.

■ *Phasing out*

In cases where we cannot hand activities over to other agencies for continued implementation, we will explore whether processes can be self-sustaining. We will do our utmost to create favorable conditions to keep processes going before phasing out our activities. Where it concerns the consolidation of policies influenced by the Partnership, we will aim for a robust incorporation in processes of local or national government authorities. In situations where interaction between civil society and state institutions has increased and improved, we hope to see proof of a strengthened social contract through continued dialogue and coordination.

Open and frank communication is key to finding appropriate solutions for a gradual disengagement. In the course of 2020, our partners will inform all stakeholders that the Partnership is ending. The Partnership has kick-started many activities aimed at bringing together different stakeholders, and we will do our utmost to find qualified replacements to take over the coordination of ongoing dialogue processes.

We find it very important to share the new insights and valuable knowledge gleaned from the past 4 years of implementation. We will do so, firstly, by documenting and sharing successes, allowing different partners and communities to tell their stories. Furthermore, we will produce learning materials about applied methods and approaches for others to build on. In the implementing countries and at the international level, we will also organize closing events to exchange with stakeholders on results achieved and lessons for the future.

ABOUT CORDAID

Cordaid strives to end poverty and exclusion. We do this in the world's most fragile and conflict-affected areas as well as in the Netherlands. We engage local communities to rebuild trust and resilience and increase people's self-reliance. Our professionals provide humanitarian assistance and create opportunities to improve security, healthcare and education, and stimulate inclusive economic growth. We are supported by 288,000 private donors in the Netherlands and by a worldwide partner network. This gives us the leverage and implementing power to solve problems and create structural change in the most challenging settings.

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