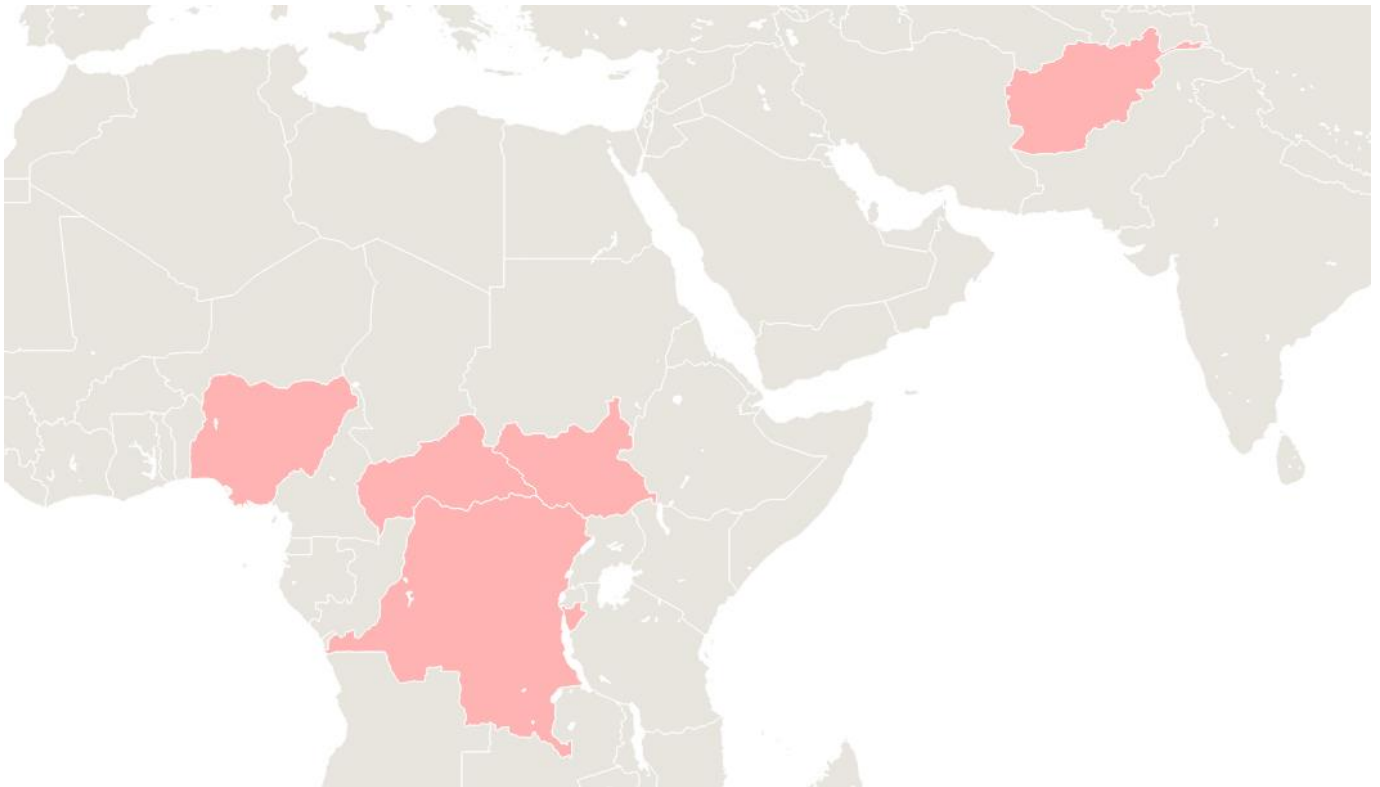


PLANNING 2018 STRATEGIC PARTNERSHIP

**CAPACITATING CHANGE:
RESTORING THE SOCIAL CONTRACT IN FRAGILE CONTEXTS**
OCTOBER 2017



CONTENTS

1. INTRODUCTION	1
1.1. Process and focus for 2018	1
2. THEORIES OF CHANGE PER COUNTRY	2
2.1 Afghanistan.....	2
2.2 Burundi.....	2
2.3 Central African Republic	3
2.4 Democratic Republic of Congo.....	4
2.5 Nigeria	5
2.6 South Sudan	6
3. INTERNATIONAL LOBBY AND ADVOCACY.....	6
3.1 Opportunities for 2018.....	6
3.2 Highlights per theme and links with countries	7
3.2.1 Space for civil society.....	7
3.2.2 Inclusive and engendered peace.....	7
3.2.3 Security and access to justice for all	8
3.2.4 Accountable and responsive health services	8
3.2.5 Extractives	9
4. ATTENTION FOR WOMEN AND YOUTH.....	9
4.1 Involvement of women, youth and marginalized groups.....	9
5. LEARNING AND CAPACITY BUILDING.....	10
5.1 TOCs and learning agendas.....	10
5.2 Capacity building plans	10
6. PARTNERSHIP WITH DUTCH GOVERNMENT.....	10
6.1 Dutch Ministry of Foreign Affairs	10
6.2 Netherlands embassies	10

ANNEXES (separate documents with detailed plans for 2018)

- Annex 1: Afghanistan
- Annex 2: Burundi
- Annex 3: Central African Republic
- Annex 4: Democratic Republic of Congo
- Annex 5: Nigeria
- Annex 6: South Sudan
- Annex 7: International trajectories
- Annex 8: Capacity development
- Annex 9: Budget (Excel)

1. INTRODUCTION

1.1. Process and focus for 2018

The strategic partnership program “empowering people in fragile contexts” aims to strengthen the voice and capacity of civil society to effectively engage in, and influence, peacebuilding and state-building. In each of the six fragile countries where we work, we focus on a selection of our five themes. The changes we aspire to achieve on the different themes in each country (referred to as thematic trajectories), are captured in 16 Theories of Change (TOCs). These TOCs describe the national lobby and advocacy (L&A) efforts and are supported by a TOC for international lobby and advocacy.

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

Strategic topics	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							

The planning for the strategic partnership program has been an intensive exercise. We have reviewed the specific TOCs for the trajectories with our partner organizations and colleagues in the six countries and at Cordaid HQ. The joint discussions and analysis were highly appreciated by our partner organizations and country staff, who formulated the initial TOCs and take responsibility for their implementation. They feel that they understand the logic of the TOCs much better and appreciate the use of the TOCs as tools for strategizing and planning.

The most important changes made to the TOCs based on the discussions and experiences of the past year, are presented in this document; detailed pathways of change and activity plans can be found in the annexes.

There have been no significant changes in the choice of the trajectories or the objectives they pursue, except for the merging of two trajectories in Burundi. There have been shifts in strategies and priorities, mostly triggered by the fact that the security and political situation in most program countries has become more unstable. In South Sudan, for instance, we decided to put less focus on L&A at the national level and more on changes at the local level. We are also favoring collaboration with non-political stakeholders, such as the National Secretariat for NAP1325 in DRC.

In many cases we have made the outcomes that constitute the building blocks for the TOCs more specific. For example, instead of lobbying to increase the budget for the entire justice sector, we have shifted to lobbying for a larger budget for specific priorities, such as for local courts in Afghanistan or for legal aid in Burundi. In other cases we have included new stakeholders in the outcomes, such as the Special Criminal Court in CAR. We have also added new outcomes in response to recent policy changes, such as the ratified Maputo Protocol in South Sudan or the National Policy for Justice Reform in DRC.

International processes, although important for national decision-making, are not always well integrated into the TOCs in the countries. One of the reasons is our partners’ lack of experience in how to establish links at the international level. Another reason is the lack of recognition by many governments of the importance of CSO participation in international policy processes. We have therefore heightened our lobbying experts’ support and capacity building in our planning for international L&A.

We realize that not all L&A can be planned – or happens according to plan. That is why we started harvesting unexpected outcomes in 2017, which have already proven to be very useful as input for our new planning. In 2018, we will use Outcome Harvesting more intensively, as an additional monitoring tool as well as an important methodology for the mid-term review of our program.

2. THEORIES OF CHANGE PER COUNTRY

2.1 Afghanistan

In Afghanistan, ongoing insecurity and conflict is restricting both women and youth, as well as civil society organizations (CSOs), from actively contributing to peacebuilding and participating in decision-making processes. Poverty and unemployment are increasingly affecting society's most vulnerable groups. Moreover, the National Unity Government has not yet sufficiently addressed the participation of these groups. Nevertheless, the 2017 review process of the Sustainable Development Goals could potentially create a window of opportunity for more inclusive policy-influencing in 2018 through several thematic multi-stakeholder working groups that have since been set up. Based on an updated context analysis and the experiences gained in 2017, the four trajectories of the strategic partnership have been fine-tuned and strengthened. Afghanistan will hold elections for its new parliament next year, thereby providing an opportunity for lobby and advocacy.

The **inclusive engendered peace and security trajectory** led by the Afghan Women's Network has identified several new influential stakeholders, especially related to youth. In addition to the Youth Deputy Minister, we will also target his advisers and two key departments within the ministry. This will help to scale up attention on the role of youth in peacebuilding, and establish stronger links between the ministry and actors at the provincial level. We hope to create momentum for the Deputy Minister to influence the President, the CEO and the High Peace Council. Moreover, we will directly collaborate with the youth parliament to support their lobbying efforts to have their recommendations to improve the inclusiveness of the peace process implemented. We will boost the effectiveness of women members of the provincial peace councils by creating a virtual network that enables the preparation of joint recommendations from several provinces.

Box 1: Women in Peace Councils

In an extensive advocacy process to increase the participation of women and youth in the peace process, women in different provinces voiced their recommendations to decision-makers in face-to-face discussions, symposiums and in the media. As a result, eight more seats are now occupied by women in the High Peace Council. In the new peace strategy (yet to be signed by H.E. the President) more seats for women will be added to the Provincial Peace Committee and an advisory board for youth will be installed in the High Peace Council in Kabul.

In 2018, the **security and access to justice trajectory** will focus on improving the functioning of local courts and justice departments. This focus caters better to the strength of the members of the SALAH network, which consists of small independent organizations active at the local level. This is a substantial change from earlier advocacy aimed at increasing the national budget and bolstering the international community's support for the justice sector.

The **inclusive health services trajectory** remains largely unchanged in its aim to increase the health budget, and the development of alternative modalities to finance healthcare. Furthermore, our partner the Alliance of Health Organizations will focus specifically on monitoring policies related to healthcare financing and spending. A new important stakeholder – the Afghan Medical Association – will join us in our lobbying efforts.

The **extractives trajectory** aims to ensure that communities benefit more from mining now that the government of Afghanistan and the international community have identified the mining sector as a source for supporting development. Our partner the Human Rights Research

and Advocacy Consortium focuses on improving the regulation of the mining industry and increasing community involvement. In 2018, the partnership will endeavor to ensure that the Ministry of Mining and Petroleum and the Ministry of Labor and Social Affairs take responsibility for their role in monitoring labor conditions in mining sites. Additionally, the Human Rights Research and Advocacy Consortium will facilitate the establishment of a CSO network that monitors local situations and reports to the relevant authorities.

2.2 Burundi

We worked in difficult circumstances in Burundi last year. The space for civil society and human rights defenders has continued to shrink. Human rights defenders are harassed and arrested. Obstructive new legislation aimed at both national and international NGOs has significantly reduced the space for organizations to operate in, particularly for

national NGOs. However, we managed to continue engaging with decisions-makers through the contacts of our partner organizations and country office staff with the respective ministries.

Box 2: Discussion partners

After intense discussion between our partner organization the Association of Women Repatriated from Burundi (AFRABU) and the Ministry of Gender, the ministry appointed four persons who will always be available for any discussion on issues related to women. These contacts have a direct line to the minister. “I am very happy. We have advocated for this framework for a long time, and now four officers of the ministry, two men and two women, have just been appointed. We will work closely together. We believe that with the establishment of this framework, we will be able to lobby the entity effectively,” said Concessa Barubike from AFRABU.

To increase the strategic coherence and focus of our L&A activities in Burundi, the women’s peace and security and youth employment trajectories were merged into a single **trajectory for inclusive and engendered peace** entitled ‘Inclusivité des femmes et jeunes dans les processus de paix et de sécurité’. This redefinition of the trajectory affected the outcomes, most of which have been modified.

Both women and young people are generally excluded from the political process aimed at consolidating peace and security. The UN Security Council resolutions 1325 and 2250 recognize the important role of women and young people in conflict prevention and resolution mechanisms, but in Burundi their participation is negligible.

In 2018, we will therefore focus the capacity building of women and youth organizations on their knowledge about resolutions 1325 and 2250 and strengthen their L&A techniques. Advocacy efforts will focus on the appropriation of the two resolutions by local, regional and international decision-makers involved in the peacebuilding process.

We will also support community leaders in advocating their communities’ concerns about peace and security.

For 2018, the **security and access to justice trajectory** will focus on improving the provision of justice (by institutions) and

strengthening the demand for legal aid (by communities). There is a gap between the legal options offered by the justice system and the use of these services by the majority of the Burundians. Our advocacy efforts will focus on increasing the budget for legal aid and the effective operationalization of the ‘law on legal aid’ at the local and national levels. Previously our TOC aimed more generally to increase the justice sector’s budget; for 2018 we decided to put the emphasis on legal aid to specifically improve access to justice for vulnerable groups. In addition, we will work on revitalizing the local justice committees responsible for monitoring and evaluating the functioning of the courts in order to increase the accountability of judicial institutions.

2.3 Central African Republic

Since early 2017 violence in the Central African Republic has intensified and is now even affecting previously calm areas. Therefore, the role of civil society in advocating for the protection of people living in conflict zones, has become increasingly urgent. Indeed, it is important to involve all actors in the conflict and other stakeholders to find a solution to the crisis in the CAR.

We have a strong belief that the victims of armed conflicts should be at the center of our interventions for the **security and access to justice for all trajectory**. An important step has been the creation by presidential decree of a steering committee for the process of setting up the Truth, Justice, Reparations and Reconciliation Commission (CVJRR). Eight seats (38%) in this committee are reserved for civil society, three of which have been granted to victim associations and two to human rights organizations. The program has contributed to its formation through various high-level meetings and sensitizations on the importance of taking the needs of victims into account. In this process partners have built alliances with national and international actors to advocate at all levels. In 2018, these relations will be used to follow up on the CVJRR and to advocate for the inclusion of victims as key actors in all negotiating processes for peace and reconciliation in

Box 3: Peace March

On 17 May, a spontaneous peaceful march was organized by our partner organization AVED and other civil society organizations to support the victims of the killings and destruction of property in cities such as Bangassou, Alindao and Bria. The victims of the political militarism crisis since 2012 are gradually becoming conscious of their rights and have joined in on saying “No” to the violence in the CAR. In the march that was organized in the city of Bangui, more than 5,000 people gathered to protest against the killings, destruction and looting, and in doing so they are putting pressure on the national and international community to take responsibility.

the CAR.

In 2018, building on increased experience and momentum, our activities will be extended from Bangui to the border areas of the capital such as Lobaye and Ombella M'poko. We have also formulated new outcomes regarding new stakeholders that were identified during the implementation of our activities in 2017, in particular the Special Criminal Court (Cour Pénale Spéciale). As a new, hybrid institution with a crucial mission, it is one of our key stakeholders that we want to involve in our activities. One of the objectives of the Special Court is to actively interact with the population and to ensure the effective participation of victims and witnesses in court proceedings.

In 2018, the **inclusive and engendered peace trajectory** will continue to work directly with the victims of gender-based violence (GBV). The 'centres d'écoute' provide support to victims and their testimonies are yielding important information for advocacy. We expect that some of the women who have been empowered through these centers, can become change agents in the fight against GBV.

Several adjustments were made in the TOC to consider new stakeholders such as l'Unité Mixte d'Intervention Rapide et de Répression (UMIRR), the newly established Cellule Nationale de lutte contre les VBG of the Ministry of Education, and the Association de Femmes Enseignantes de la Centrafrique (AFECA). Our advocacy efforts aim to put the government at the heart of attempts to change individual and social behavior concerning GBV. The program partners will collaborate with UMIRR, which is the government unit responsible for preventing and suppressing GBV, and involve them in the work done by the 'centres d'écoute'. We were already working with the Ministry of Education on developing information material on GBV to be used in school curricula and will extend our collaboration with the Cellule Nationale and AFECA to monitor and evaluate GBV education in schools and in communities. AFECA will specifically sensitize communities on the negative aspects of early marriages, because we learned during awareness-raising on GBV that this tenacious custom is one of the reasons why so few girls are enrolled in school.

2.4 Democratic Republic of Congo

For 2018 we decided to adjust the TOC for the **inclusive and engendered peace trajectory** by placing the revision and implementation of the National Action Plan 1325 at the heart of our advocacy interventions. The fact that the NAP revision process is supervised by the National Secretariat on UNSCR 1325, which is a technical and permanent department in charge of UNSCR 1325 implementation and not a political body, is an advantage given the current government's legitimacy issues. The outcomes of the TOC aim to validate the revised version of the NAP 1325, popularizing its content and its implementation by relevant stakeholders (state institutions and political parties, for example).

In this trajectory, we will continue to work towards the inclusion and participation of women and girls in political, security and judicial decision-making, which is also one of the pillars of NAP. For instance, we are helping young girls in Kinshasa who are in the process of setting up a network on women's inclusion and participation in decision-making processes.

Two important factors have dictated adjustments in our TOC for the **security and access to justice for all trajectory**: the suspension of the institutional reform of the police at the national level and the adoption of the National Policy of Reform of the Justice in May 2017. As a result, we will shift our focus to reform of the security and justice services at the local level. We will advocate for the deployment of police forces and the involvement of citizens to manage security issues at the local level. Equally important is the improvement of the judiciary services through, inter alia, the harmonization and formalization of legal aid institutions and the improvement of prison policy. By emphasizing the local level, we want to increase the collaboration between the police and citizens by enhancing the

Box 4: Policy on Justice Reform

In November 2016 Cordaid and CSO partners joined the working group on Justice and Human Rights, through which we have been able to propose amendments to the National Policy on Justice Reform (PNRJ). The program team has been recognized for having provided valuable evidence-based contributions. We specifically helped to define the mechanisms for increasing access to justice for vulnerable groups through the deployment of judicial bodies in remote corners of the country. In May 2017, the Minister of Justice endorsed the PNRJ as the official DRC roadmap for the next 10 years, and stakeholders agreed to direct their interventions towards its four priority axes. In June 2017, the program facilitated a workshop to develop a draft priority action plan for the implementation of the PNRJ for the coming three years.

latter's trust of the police. We will use the new National Policy on Justice, which includes mechanisms for access to justice such as legal assistance clinics (cliniques juridiques), to advocate for increased access to justice for marginalized groups. Research carried out by our partner SOS IJM indicates that this is a real problem for most vulnerable groups in rural areas.

In 2017, we started our L&A efforts for the **inclusive health services trajectory** with the creation of a database outlining the major obstacles to accessing good quality healthcare services and the popularization of laws and policy. We intend to be more ambitious in 2018 and focus our TOC on the topic of universal health care. In February 2017 a law was passed on health insurance cooperatives (mutuelles de santé), and another bill on compulsory health insurance (assurance-maladie obligatoire) is currently being discussed in parliament. These laws are the Congolese version of 'Obamacare' and encourage people to be members of health insurance cooperatives or to have health insurance. However, an effective system for affordable health care services is still a long way off. We will advocate for implementing regulations that specify how health insurance cooperatives should be organized and how the government should support this by, inter alia, adopting adequate measures at the national and provincial levels and raising public awareness about the importance of joining health insurance schemes.

In 2017, our L&A efforts for the **extractives trajectory** focused on considering the interests of local communities in the revision of the Mining Code, which is expected to be adopted by the end of 2017. In 2018 follow-up will be needed to monitor implementation measures, given the presence of powerful stakeholders in the mining sector.

In our adjusted TOC we emphasize dialogue in national, provincial and local multi-stakeholder platforms to develop strategies that will improve the governance of the extractive sector. In these platforms we particularly advocate for formalizing artisanal mining in order to increase local economic opportunities.

2.5 Nigeria

Box 5: *Women report oil spills*

In reaction to the advocacy efforts by our program partners Kebetkache and CentreLSD (African Centre for Leadership, Strategy and Development), the National Oil Spill Detection and Response Agency (NOSDRA) has started to train community women on how to report oil spills. Sixty women are now able to identify oil spills caused by equipment failure or sabotage, and at least 140 more will be trained. NOSDRA also requested CentreLSD to help lobby parliament to speed up the amendment of the 2006 NOSDRA Establishment Act. The Bill should provide NOSDRA with the necessary tools to enforce compliance with existing environmental legislation in the oil and gas sector.

For decades, communities in the Niger Delta have been suffering from the negative consequences of oil exploitation (pollution, insecurity and loss of livelihood), while scarcely benefiting from job opportunities or the reinvestment of oil revenue. Combined with corruption, ineffective enforcement of environmental laws and poor governance, this has incentivized oil theft and illegal refining.

In this context, the launch of the clean-up process of Ogoniland (in line with the recommendations of the UNEP report of 2011) in 2016 by the Minister of Environment offered new hope. However, it became clear in 2017 that the Hydrocarbon Pollution Remediation Project (HYPREP), the semi-independent organization in charge of the clean-up, was unable to carry out its functions properly, leading to delays in the provision of emergency measures to all affected communities. In 2018, our lobbying efforts for the **extractives trajectory** will focus on the Federal Minister of Environment who is delaying access to funds already approved for the clean-up. We will do this by approaching indirect lobby targets, including Nigeria's Vice-President, Shell and ambassadors of foreign missions (the Netherlands and the United States) who are committed to the clean-up. HYPREP's management is also a lobby target in order to ensure more transparency in its working plan and community engagement in the clean-up.

In addition we will put pressure on the relevant security agencies to ensure peace in Ogoniland and the wider Niger Delta. In 2017 it became clear that even though community members were willing to start a dialogue with artisanal refiners, they were afraid of doing so due to the risk of violent reprisals. We therefore want to enlist the support of security agencies such as the Joint Tax Force (JTF) and the Nigerian police, as well as repentant militants and youth groups, to maintain the community's resolve to end illegal bunkering and artisanal refining.

2.6 South Sudan

The political situation in South Sudan has remained very volatile throughout 2017. Civic space is increasingly constrained: (I)NGOs are facing restrictions and local activists are severely hampered in their work, and at times their lives are on the line. The outcomes of the revitalization forum for the 2015 peace accord initiated by the Inter-Governmental Authority on Development from 13-17 October 2017 are uncertain.

Box 6: Mobile courts

In collaboration with the local authorities our partner organization StewardWomen hosted a mobile court in Nimule payam. The mobile court is a response to the impunity of GBV cases such as rape. Finding courtrooms and judges is nearly impossible outside of the state capitals. The mobile court enables judges, prosecutors and magistrates to travel to remote areas. StewardWomen facilitated the legal team and provided financial, psychosocial support and legal aid services to clients during the mobile court process. As a result the mobile court in Nimule successfully prosecuted five rape cases and four murder cases.

The **security and access to justice trajectory** encourages and supports citizens to analyze their security and justice concerns and design action plans to address them. At the same time we are engaging security and justice providers to learn more about these security and justice concerns and how they can respond better to the needs of citizens and contribute to a more peaceful and just society. In 2017 the engagement with the SPLA stopped due to serious threats to one of our partners. The outcomes related to engaging actors in the security sector will continue but they will focus more on local police. A new line of work will be added in 2018, aimed at putting citizens in the position to influence local, national and international policy and legislative processes, in which the implementation of the Maputo Protocol will play an important role. Therefore a link will be established with partners working on the engendered peace trajectory.

In 2017, the activities of the **inclusive and engendered peace trajectory** focused strongly on gender-based violence. Given the stagnating peace process, partners working on this trajectory decided to add a specific line of work on women's participation in peacebuilding and respect for women's human rights. In particular, partners will advocate for the implementation of the NAP 1325 as well as the recently ratified Maputo Protocol by the South Sudanese government.

The **extractives trajectory** will continue to inform and mobilize communities about environmental problems and oil spills, based on strong evidence captured in research reports. After engaging in dialogue with MPs at both the state and national levels, communities will proceed to take affirmative action with oil companies. We will also continue to advocate for more transparency on oil revenue and push for 3% of oil revenue to go to community development, as stipulated in the country's legislation.

3. INTERNATIONAL LOBBY AND ADVOCACY

3.1 Opportunities for 2018

The focus of the strategic partnership is the reconstruction of the social contract in fragile countries. Civic space is a key determinant of success in all our thematic trajectories in the six countries. In 2017 we saw a further shrinking of civic space in all the countries that we work in. For this reason, we will increase our efforts to widen civic space.

In 2017, we started to strengthen the links between our local and national lobby and advocacy in the SP countries and the international lobby, which is led by lobbyists at the Cordaid head office. Although some important steps have been taken to establish links, we need to continue our efforts. As concrete example is that Cordaid and its partners will strengthen their position vis-à-vis the African Union (AU) and the regional economic committees (RECs), which are playing an increasingly important role in security, governance and rule of law matters on the African continent.

In 2018 the temporary seat of the Netherlands on the Security Council will offer a unique opportunity for our country to address and influence global and country-specific security and rule of law challenges, as well as the women, peace and security agenda. We will put emphasis on providing Dutch decision-makers with high-quality input.

Finally, we need to mention the new Dutch coalition government, which has recognized in its government agreement the important role of CSOs in development cooperation. Cordaid will actively monitor the implications of the new government policies and will provide policymakers and politicians with evidence about the state of civil society and other relevant themes in the SP countries.

3.2 Highlights per theme and links with countries

3.2.1 Space for civil society

Within the strategic partnership, increasing space for civil society is both an essential component of our lobby and advocacy work in the four thematic trajectories and a goal in itself. The 2017 State of Civil Society Report by CIVICUS concluded: ‘Civic space is being seriously constrained in 106 countries, over half of all United Nations (UN) members. This means that the restriction of civic space has become the norm rather than the exception. It should now be considered a global emergency’. This is especially the case in fragile and conflict-affected countries, where strict NGO laws are under consideration or have already been adopted and national and international CSOs are confronted with varying degrees of exclusion, repression and state control.

International lobbying on civic space and agency is part of our local-to-global advocacy approach. Developments in partner countries feed into international lobbying activities and vice versa. To give some examples: Cordaid will continue to coordinate and host CSPPS (north–south civil society platform that aims to strengthen the voice of civil society in IDPS) in 2018. CSPPS and Cordaid will embark on a civic space trajectory in DRC, and will go on a mission to CAR to strengthen the capacities of the CSPPS country team. We will follow up on the SDG Voluntary National Review process in Afghanistan and at the international level, in order to make sure that Afghan CSOs and the Afghan government constructively collaborate to implement the 2030 Agenda. This is echoed by the constructive collaboration of Dutch CSOs and MOFA in the Afghanistan Platform, chaired by Cordaid. We will use CSPPS to bring issues related to inclusion and civic space to the attention of our partners in the IDPS. For Burundi, where Cordaid is also implementing a human rights advocacy program funded by the Dutch Ministry of Foreign Affairs (MOFA), and a 1% flexible funding program, we will attempt to align the strategic partnership with the other MOFA-funded programs. This means, among other things, that we will carry out Burundi-specific advocacy activities on the occasion of the UN General Assembly in 2018. Cordaid is also country lead for Burundi in a joint civic space initiative of MOFA and 9 SP’s.

In 2018 we will continue participating in Dutch and European CSO networks such as Partos, BMO, the Dutch civic space platform, Concord, Cidse and EPLO. Cordaid will also actively participate in the steering committee of Concord Hub 3, which works on safeguarding space for CSOs worldwide. Our work in the Global Partnership for Effective Development Cooperation will continue as well. Cordaid will continue to lead workstream 1 on the country implementation of effective development cooperation principles. The intention is to pilot the approach in one or two SP countries.

3.2.2 Inclusive and engendered peace

Over the years Cordaid has actively influenced international stakeholders on inclusive and engendered peace at international events, for example during the Commission on the Status of Women, by sharing recommendations from partners in Afghanistan and during side events organized by Cordaid during the week of open debate of the UNSC on UNSCR 1325. We always base our input during these events on input from our country offices and our partners. We will continue to do so, but there is room for improving our capacity and knowledge on L&A, particularly at the country level. We intend to organize a structural (online) dialogue between our offices to share developments at various levels related to engendered peace. We will train partner organizations and country offices on the *Handbook on Integrating Gender in Peacebuilding and Statebuilding*. This handbook was developed by Cordaid in 2016, and it has been well received by international and national organizations. We need to increase our efforts to put it to use, however.

Evidence-based research is essential for our international L&A strategy. For this purpose, Cordaid has developed the Women’s Peace and Security Barometer as an innovative way of meaningfully involving local women and their organizations in the research and lobby & advocacy trajectories. We use surveys to collect women’s opinions and do the analysis together, but we aim to scale up the data analysis with personal stories to back up the evidence we will collect in 2018.

Since 2012 Cordaid has been actively advocating for the international recognition of young people’s contribution to peacebuilding. The adoption of UNSCR resolution 2250 has been a huge step forward in affirming young people’s

important role in the prevention and resolution of conflict, but there is a need for tangible follow up to ensure that resolution 2250 gets translated into real policies. Cordaid is building the capacity to raise awareness of UNSCR 2250 in partner countries and promoting coalition building to further advance the resolution.

The international progress study on youth, peace and security will be launched in the first half of 2018. It will showcase young people's peacebuilding efforts and demonstrate the impact of their actions. In cooperation with the United Network of Young Peacebuilders, Cordaid will bring the report to the attention of Dutch policymakers both at the embassies and the ministry as well as the parliament.

3.2.3 Security and access to justice for all

In our analysis, national and international actors working on security and justice do not always prioritize civilians' accountability, inclusion and security priorities. Our L&A aims to ensure that they contribute more to effective and people-centered security and justice provision. The program contributes to building institutional capacity at the local level in the countries in question, while our international advocacy prioritizes the involvement of regional actors, such as the African Union.

National powerholders are primarily responsible for security and justice provision, but in fragile contexts these nationally owned processes often are facilitated by international actors. Particularly in Africa there is a clear trend towards 'regionalization' (African solutions for African problems) and the recognition that regional organizations can and should play a larger role in contributing to peace and stability. In 2018 our L&A efforts will target the African Union and its RECs. CAR, South Sudan, Burundi and DRC are high on the AU's peace and security agenda, and, among other things, we will organize exchange sessions between CSOs in these countries and AU and REC officials. One of the concrete aspects of this trajectory is a partnership with the African Security Sector Network.

In addition to focusing on concrete policy change, a second possible focus is norm-setting advocacy. There is a crisis of legitimacy among national political elites combined with shrinking space for civil society in the SP countries. We will explore opportunities and added-value of possible future international advocacy of the UN Human Rights Council in Geneva with regard to Burundi, CAR and Afghanistan.

3.2.4 Accountable and responsive health services

Cordaid is working towards universal health coverage (UHC) in fragile states through its healthcare programs in countries in Africa, and in Afghanistan. UHC means access to good-quality and affordable healthcare for everybody. As an active member of the UHC2030 Civil Society Engagement Mechanism and a frequent participant at international governmental conferences, Cordaid is trying to put the focus on UHC in fragile states, for instance by showcasing examples of UHC in the Democratic Republic of Congo.

Our international policy influencing is based on our work the DRC (South Kivu, North Kivu and Kinshasa) where Cordaid's partner NGOs are conducting research on barriers for UHC. Next year attention will be on how health insurance mechanisms organized by the communities ('mutuelles de santé') have performed and advocating for a provincial law on compulsory health insurance in North and South Kivu. To this end, we aim to introduce the best practices of 'mutuelles' so far. Furthermore, Cordaid will provide training on UHC in Kinshasa for the staff of the Ministry of Health, Ministry of Finance, and partner NGOs.

In Afghanistan public healthcare relies strongly on foreign aid. We are worried that the public healthcare system will be at risk of failing if foreign aid to Afghanistan diminishes. Therefore, besides advocating the Ministry of Public Health, Ministry of Finance and parliament to increase the health budget with domestic revenue and to be more efficient in its use of different approaches, such as earmarked taxation, health insurance, and results-based financing, Cordaid will request the international community (the European Union, the World Bank and USAID) to decrease its financial support to Afghanistan slowly and to provide technical support to mobilize domestic resources.

3.2.5 Extractives

The exploitation of extractives is one of the main drivers of conflict in fragile contexts, but at the same time it offers potential development and economic opportunities to local communities through job creation and benefit-sharing mechanisms. The reality is that mining and oil mainly affect local communities negatively (pollution, loss of livelihood and human rights violations, for example), and that they rarely get a fair share of the benefits.

The EU regulation on conflict minerals is meant to ensure that certain minerals that are imported into the EU are mined in a responsible way. As a member of EurAc our lobby focuses specifically on the so-called accompanying measures to that legislation. This lobby in Europe complements national lobbying efforts in DRC that aim to create stronger government oversight of the mining sector. Through our membership in the European Partnership for Responsible Minerals (EPRM) we hope to influence its governance and programming in such a way that the voices of communities in mining areas are heard and their interests taken into account. To that end Cordaid DRC is becoming a member of the local advisory committee of an EPRM-funded project of the Partnership Africa Canada (PAC) in Ituri.

Foreign companies in both Nigeria and South Sudan play a major role in the exploitation of these countries' oil. Our international lobbying activities focus on ensuring that these companies comply with widely supported international standards for doing business in fragile contexts.

Linked to the Nigeria trajectory the program will focus on mobilizing international pressure to removing impediments to the swift implementation of the Ogoniland clean-up and to carry out a baseline ESHR Impact Assessment against which to measure progress of the clean-up.

4. ATTENTION FOR WOMEN AND YOUTH

4.1 Involvement of women, youth and marginalized groups

In line with UNSCR1325 and UNSCR 2250, women and youth are recognized as positive agents of change contributing to peacebuilding and social cohesion. Both resolutions advocate for a paradigm shift away from seeing women mainly as victims, and youth mainly as perpetrators of violence. The work being done in this field can only be meaningful when inclusiveness is applied at all levels. Women and youth from different socio-economic, cultural, religious and ethnic backgrounds need to be involved in order to make a viable contribution to social cohesion, resilience and the prevention of violence.

The work of our partners in the SP countries focuses explicitly on empowering women and youth from marginalized rural and urban areas, who, with their different ethnic backgrounds, often facing double discrimination. The Women's Peace and Security Barometer was developed to empower women from marginalized areas to collectively identify problems and issues and subsequently determine priorities on local and national advocacy. Our GBV program focuses specifically on preventing the stigmatization of victims.

5. LEARNING AND CAPACITY BUILDING

5.1 TOCs and learning agendas

For the theories of change for each thematic trajectory to serve as tools for more effective lobby and advocacy, we need to reflect continuously on their validity. Adjusting the TOCs for the 2018 planning has been a productive learning exercise. Cordaid's partners and staff indicate that they have a better understanding of how we want to achieve change. The TOCs will be revisited during quarterly reflection meetings held by at country offices with the partner organizations.

In 2016 we formulated assumptions and activities to test these assumptions for each TOC. However, the assumptions were only discussed again a year later. We will reflect on the assumptions in 2018 during each quarterly progress meeting. In addition to the harvesting of unexpected outcomes and our reflection on the TOCs, these quarterly meetings will be our key learning moments.

5.2 Capacity building plans

In 2016 we carried out an organizational L&A capacity assessment for each partner organization and a joint programmatic assessment for each trajectory, resulting in a capacity development plan for each country. In 2017 we repeated these assessments. When comparing the baseline assessment of 2016 with the 2017 assessment for each country (see the comparative charts in the annex on capacity development), we see slightly lower scores on four of the five main elements that define the L&A capacity, with the exception of the scores on 'the ability to deliver and demonstrate results', which have increased slightly. None of these changes is significant, however. We do not have a clear explanation, but will delve deeper into this in the coming period.

Translating the assessments into country capacity building plans, it is clear that there is a need, just as there was in 2017, for training on monitoring and evaluation and L&A. In addition, there is clearly an urgent need to build the capacity for financial management and for workshops on how to deal with risk. Furthermore, several workshops and training activities have been included in the 2018 planning that will help the staff at our country offices and partners to prepare for and participate in international events and fora, for instance AU events. In some countries it has been decided to recruit additional SP staff.

6. PARTNERSHIP WITH DUTCH GOVERNMENT

6.1 Dutch Ministry of Foreign Affairs

An innovative and central element of the SP program is its emphasis on the notion of partnership. By developing new and more equal types of relationships between the Ministry of Foreign Affairs and NGOs to pursue jointly defined strategic goals, the SP program aims to achieve results that partners cannot achieve on their own.

A clear example of the strategic character of our partnership in 2017 is the policy dialogue between Cordaid and the other strategic partners of the Department for Stability and Humanitarian Aid (DSH), on the one hand, and MOFA, on the other hand, with regard to updating the Dutch International Security Strategy. In 2018, we intend to continue this policy dialogue with DSH and add new areas of strategic cooperation to our partnership.

6.2 Netherlands embassies

Partnerships with Royal Netherlands Embassies (RNEs) were expected to emerge in SP countries in the same vein that we develop our partnership with MOFA in the Netherlands. All six countries of our SP have an RNE, except for CAR where diplomatic relations are maintained by RNE Sudan. Given frequent staff changes in RNEs and multiple responsibilities as well as time constraints of relevant RNE staff, it has been quite a challenge to maintain regular contact and even more to develop a strategic relationship. Intensive and strategic collaboration proved to be easier in countries where SP and RNE priorities overlap, such as in Nigeria where the oil exploitation in the Niger Delta is a priority policy area of the RNE. While regular contact and information exchange are an important first step, in 2018 we would like to go further and identify strategic opportunities for effective strategic engagement with RNEs in all the SP countries.

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.

CONTACT

Name: Hetty Burgman
Position: Director Security & Justice
E-mail: hetty.burgman@cordaid.org

Cordaid the Netherlands
Lutherse Burgwal 10
2512 CB The Hague
+31(0)70 31 36 300
www.cordaid.org

**CARE.
ACT.
SHARE.
LIKE CORDAID.**
