

# PLANNING 2019 STRATEGIC PARTNERSHIP

**CAPACITATING CHANGE:  
RESTORING THE SOCIAL CONTRACT IN FRAGILE CONTEXTS**  
OCTOBER 2018



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# 1. INTRODUCTION

## 1.1 Process and focus for 2019

The strategic partnership program “Capacitating change: restoring the social contract in fragile contexts” aims to strengthen the voice and capacity of civil society to effectively engage with decision-makers in peacebuilding and state-building. For our 2019 planning, we carried out workshops in the six countries and in our global office. During the workshops, we thoroughly reviewed the Theories of Change (ToCs) for each of the thematic trajectories; discussed with our partners the changes noticed in context and risks; updated the stakeholder analysis; prioritized outcomes for 2019; analyzed our strategies for lobby and advocacy; and assessed the needs for capacity development. The new ToCs that resulted from these discussions form the basis for the 2019 activity plans.

In addition, a mid-term review (MTR) was carried out in 2018. The MTR report<sup>1</sup> states that our approach of using ToCs in a bottom-up way works well. At the same time, we observe that strategic decision-making remains challenging for the partners. We have therefore dedicated more time to formulating strategies for key outcomes and we have linked activities between national and international levels more explicitly for 2019.

This 2019 planning report reflects the changes and improvements to the program that we intend to pursue based on last year’s experiences and new insights, discussions with our partners, and the recommendations from the MTR. We also summarize how the changes in the ToCs are translated into priorities for our lobby and advocacy (L&A). More details on our plans can be found in the annexes.

As the program progresses, we expect to see ever more realized outcomes in terms of policy influencing, both internationally and through the commitment of our partners and capacitated civil society organizations in the six countries. It is important that our monitoring and evaluation (M&E) system is as best equipped as possible to bring out these outcomes and for us to communicate them. During the quarterly progress meetings with our country offices and partners, we have been documenting and analyzing outcomes. In 2019, we will reinforce the analysis by considering more thoroughly how one (intermediate) L&A outcome builds on and leads to another. This will help us to communicate a more comprehensive narrative of our L&A process and achievements, and the progress that is being made. It will also help us evaluate the effectiveness of different L&A strategies and reveal which L&A and capacity development efforts require more concerted effort and follow-up.

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

<sup>1</sup> The MTR report will be sent to MoFA separately. Its main findings include: Continue working with ToCs in a flexible way; continue with main capacity development instruments; keep promoting equal partnerships; deepen strategic discussions on L&A actions and look for synergy between L&A interventions; and explicitly link international L&A efforts to country specific ToCs.



## 2. THEORIES OF CHANGE PER COUNTRY

### 2.1 Afghanistan

The long-awaited parliamentary elections - originally scheduled for October 2016 and twice postponed - took place on 20 October 2018. Due to armed clashes and other security incidents, voting was however not possible in all provinces, especially not in those with a strong presence of armed opposition groups. Presidential elections are planned for April 2019. The general security situation is likely to deteriorate in the run-up to these elections and the political campaigns of the candidates. The outcomes of both elections will have to be analyzed carefully to identify lobby and advocacy space and opportunities for the SP.

Building on its advocacy work in 2017, the **inclusive and engendered peace and security trajectory** will continue to focus on strengthening the role of women and youth in peace processes. In order to strengthen the evidence base for its lobby, our partner the Afghan Women's Network (AWN) will start to use the Cordaid-developed tool the Women, Peace & Security Barometer.

In 2019, the **security and access to justice for all trajectory** will continue to work on improving the functioning of local (customary) courts and justice departments, with a focus on formalizing the possibilities for civil society to monitor court cases. Apart from dialogue with the justice sector, public outreach via traditional and social media is also foreseen.

The **inclusive health services trajectory** maintains its focus on increasing the health budget as well as domestic revenue for healthcare. In 2018, we achieved our outcome 'Ministry of Justice approves the Public Private Partnership regulation'. For this regulation to become enacted into law, we have added a new immediate outcome 'Second deputy to the President approves PPP regulation'.

The **extractives trajectory** will select a new local partner organization to continue its work with communities in mining areas. We will encourage communities and mining companies (both private sector and state-owned) to sign Community Development Agreements. Furthermore, Mine Watch committees will be formed at provincial level to ensure compliance with labor, social and environmental norms by the companies.

### 2.2 Burundi

Ever since the current president started serving his third five-year term in 2015, the political and security situation in Burundi has deteriorated. The election was considered unconstitutional by opponents inside Burundi as well as many international stakeholders. Many donors have since left the country, aggravating the economic crisis and poverty. Civic space has been gradually closing, which makes it increasingly difficult for national and international NGOs to operate in the country. A decision of the National Security Council stipulates that, as of 1 October 2018, operations of INGOs are suspended for three months. They are expected to comply with requirements such as depositing one third of their budgets into an account at the Central Bank and respecting gender and ethnicity quota imposed by the government. Cordaid is coordinating a reaction with other NGOs, and we expect that the issue can be resolved, otherwise Cordaid will discuss the consequences for the program with MoFA.

In 2018, the **trajectory for inclusive and engendered peace** focused on developing the capacity of women and youth on UN Security Council Resolutions 1325 and 2250. We also started advocacy work to encourage local and national stakeholders to embrace the two resolutions. In 2019, we will put more emphasis on L&A through the media by cooperating with a specialized media agency, and we will push for cooperation between the media, local government, and women's and youth organizations. The objective of all these efforts is to ensure that communities are taken into account and can actively participate in peace and security processes. For this same purpose, we will also advocate for an improved legal framework for the participation of women and youth. Lastly, we will lobby the Ministry of Youth and foreign Embassies to start development of a National Action Plan (NAP) for resolution 2250. At regional level, we will lobby the International Conference on the Great Lakes Region (ICGLR) and the East African Community (EAC) to encourage member states to implement resolution 2250 and make their legislation inclusive for women and youth.

For 2019, the **security and access to justice for all trajectory** has included a new partner, the bar association of Bujumbura (*barreau*). Our focus remains on the provision of legal aid to marginalized groups. We will sensitize communities on their rights and inform them about available legal aid services. We will carry out advocacy directed at the Ministry of Justice to develop an operational plan for the National Strategy on Legal Aid, to improve the functioning of the

legal aid commissions and to establish a legal aid fund. We will try to get support from Embassies and international donors to improve legal aid in Burundi.

## 2.3 Central African Republic

Since early 2017, violence in the CAR has intensified and is even affecting previously calm areas. Gender-based violence (GBV), violent attacks and arbitrary shootings by armed groups are taking place both in Bangui and in rural areas. The role of civil society in advocating for the protection of people living in conflict zones has become increasingly urgent. All actors in the conflict and other stakeholders must be involved to find a solution to the crisis in the CAR and ensure justice is done to the victims of violence.

The **security and access to justice for all trajectory** will build on the work carried out in 2018 with the victims of armed conflict. We focus our advocacy on increasing security in the country, targeting security sector actors within the government, the UN stabilization mission MINUSCA, and the justice sector (courts, tribunals, the Special Criminal Court and the bar/lawyers). We will create a cooperation framework between the media and the victims' organizations to interpret and disseminate the new law that regulates the operationalization of the Special Criminal Court and the treatment of the files of the victims. We will advocate for the representation of civil society organizations in the truth commission (CVJRR). A new strategy for 2019 is the development of an early warning system for cases of human rights violations, in which victims, community leaders and media will participate.

In 2019, the **inclusive and engendered peace trajectory** will continue to work directly with victims of GBV. We will open a new *centre d'écoute* in Bambari, which offers a protected space for them to share their testimonies. We will continue to work with UMIRR, the government unit responsible for preventing and suppressing GBV, and with the *Cellule Nationale* against GBV in schools. We will advocate for the establishment of a National Observatory for the struggle against GBV with stakeholders such as the Ministry of Women's Affairs, Family and the Protection of Children, the organization of Central-African Women (OFCA) and the forum of female members of parliament. To reach out to three new target groups - students, handicapped school children, and unemployed youth - we will cooperate more with the media. We aim to encourage these groups to become agents of change in the fight against GBV within their communities.

## 2.4 Democratic Republic of Congo

In December 2016, under the aegis of the Catholic Church, a political agreement was signed between opposition and ruling party to pave the way for a peaceful transition of power. However, the political and institutional crisis resulting from the non-implementation of this agreement is ongoing. Presidential elections are now planned for 23 December 2018. However, at the time of writing this report, it is uncertain whether these might again be postponed, and if not, whether the election process will be credible and transparent. Meanwhile, new NGO laws and legal reforms have been proposed that, once adopted by Parliament, will severely restrict the work of CSOs in the areas of counter-terrorism, human rights, freedom of demonstration and press freedom. This situation calls for a coordinated civil society response in which Cordaid will participate.

In 2018, the **inclusive and engendered peace trajectory** contributed to the adoption of the second NAP 1325 by the Congolese government. In 2019 we will focus on its implementation. This includes informing all stakeholders, especially rural women, about the new NAP. We will support the thematic ministries in its implementation and advocate for government accountability vis-à-vis parliament, civil society, beneficiaries and the international community. Finally, we will support women and girls to participate in political decision-making bodies at local, provincial and national level, in peace processes and in the area of security and justice.

The **security and access to justice for all trajectory** will build on the work carried out in 2018 on mobile court hearings and legal aid clinics in remote regions. We will advocate with the government and its development partners for an increase in funding for mobile court hearings, an increase of judiciary staff and the formalization of alternative mechanisms for conflict resolution. We will continue our support for the operationalization of the local security committees and regulations for transhumance (i.e. the seasonal movement of livestock) as the latter directly impacts local security.

A big success of the **inclusive health services trajectory** in 2018 was the adoption of the Provincial Edict on health insurance cooperatives (*mutuelles de santé*) by the province of Nord-Kivu in Eastern DRC. In 2019, our partners will support the implementation of the Edict. This includes mobilizing people to become members of a health insurance cooperative and strengthening the governance of these cooperatives. We will also lobby for an increase of the health budgets and the disbursement of funds at all levels. Finally, together with our partners we intend to lobby at international level and

to participate in international fora on Universal Health Coverage in order to influence health policies in the DRC at local, provincial and national level.

In 2018, the **extractives trajectory** successfully advocated for the adoption of the revised Mining Code and its application measures. In 2019, we will support the Code's implementation, specifically the parts that deal with community development and the formalization of artisanal mining. With our partners, we will continue to strengthen local dialogue frameworks that aim at improving the wellbeing of local communities in mining areas.

## 2.5 Nigeria

Communities in the Niger Delta have been suffering for decades from the negative consequences of oil exploitation. The clean-up process of Ogoniland, launched in 2016 by the Minister of Environment, has slowly started. The Hydrocarbon Pollution Remediation Project (HYPREP) commenced delivery of emergency measures to Ogoni communities, but stakeholders criticize its slow pace. Moreover, the problems in the Niger Delta are not limited to oil pollution. The population feels neglected by the federal government for the lack economic opportunities as well as failing protection against criminal activities.

The general elections that will be held in February 2019 are likely to add to the conflict and insecurity in the Niger Delta. This might affect our work with local communities. The elections may also have an impact on the leadership of HYPREP. Our program will continue to rely on the support of the Dutch Embassy to ensure the commitment of the Federal Government of Nigeria and the international oil companies to the clean-up.

In 2019, the **extractives trajectory** will step up its advocacy with government stakeholders for concrete results in the clean-up process. HYPREP faces institutional and political challenges, particularly due to its bureaucratic dependence on the Federal Ministry of Environment. Our lobby will focus on ensuring that the HYPREP management can function in an independent manner. In 2019, we will moreover mobilize CSOs and communities to organize periodic reviews of the implementation of the clean-up. We will use media and public policy dialogues to discuss preliminary findings of these reviews. HYPREP has informed us that they intend to formulate KPIs (key performance indicators) to monitor the clean-up progress. This provides an excellent opportunity to advocate together with the communities for KPIs that will take their interest into account.

Another key focus will be to advocate with the government on strengthening laws for Environmental Impact Assessments (EIAs). While the people suffer from oil spills and hardly benefit economically from the oil extraction, they are currently hardly considered in the EIAs.

A third priority will be to engage the government and other stakeholders in investigating livelihood alternatives for communities in the Niger Delta and to advocate for their implementation. These alternative sources of income should make it less appealing for people to engage in bunkering and illegal refining, which, apart from causing pollution, also create social tensions.

## 2.6 South Sudan

On 12 September 2018, President Salva Kiir signed a peace deal (R-ARCISS) with his main rival and former vice-president, Riek Machar. The deal, which was mediated by Sudan and Uganda and signed in Ethiopia's capital Addis Ababa, brings an end to five years of civil war in Africa's youngest nation. The peace agreement has been met with cautious optimism by the international community.

If the agreement proves to be sustainable, our program will gain more room for influencing national policy-making processes, as politicians will have to seek legitimacy from their constituencies in order to remain in power. Another positive outcome for our work is that the R-ARCISS provides for the revision of the NGO law of 2016, making it comply with international standards for NGO regulation.

In 2019, the **security and access to justice for all trajectory** will focus on improving the relationship between community members and actors from the local justice and security sector, such as judges, public prosecutors, traditional chiefs, police and army. The signing of the peace agreement allows more room to work with the army. To support improved local justice and security provision, we will also work with state governors, county commissioners, mayors and members of the state parliament. In order to have strong evidence-based lobby results, we will carry out a needs assessment in our areas of work, strengthen civil society networks, and create dialogue forums with all relevant decision-makers where citizens can voice their concerns and demand accountability.

For the **inclusive and engendered peace trajectory** the peace agreement offers new possibilities. Especially the provision indicating a 35% affirmative action quota on women's participation in the Transitional Government of Unity as well as in public institutions, is very relevant. We will seize this opportunity to advocate for the inclusion of women in decision-making processes and institutions. We will demand accountability, transparency and improved governance as well as the operationalization of policies related to women's rights, such as NAP1325, CEDAW and the Maputo Protocol. In 2018, our work focused on gender-based violence. Building on this, we will create a platform for communities and local government to increase mutual trust and relationships, meanwhile advocating for the importance of including women in decision-making. Based on data that have been collected on GBV, communities will ask authorities to act against perpetrators of GBV and provide services to survivors of GBV.

The **extractives trajectory** will continue to work with communities in Upper Nile and Unity states. We focus on increasing awareness of environmental and health effects of oil exploitation and support communities in prioritizing their needs for the utilization of the 3% of oil revenue that, according to law, should go to community development. The resumption of oil production in Unity state resulting from a bilateral agreement with Sudan, has led to some adaptations in the ToC. Due to the anticipated influx of workers to Upper Nile and Unity, communities are concerned about an increased risk of HIV/AIDS. We will discuss with relevant ministries, oil companies and other stakeholders how this concern can be addressed.

## 3. INTERNATIONAL LOBBY AND ADVOCACY

### 3.1 Opportunities for 2019

The focus of this strategic partnership is the reconstruction of the social contract in fragile countries. In many such countries, the trust between citizens and the state is broken. The reason is that duty-bearers of the state - at the local, sub-national or national level - are unwilling or unable to respond to the priorities and needs of their citizens. A vicious circle is set in motion: a failure of the social contract in turn contributes to more fragility and violent conflict. Our program aims to strengthen the voice and capacity of civil society to effectively engage with decision-makers in peacebuilding and state-building – and thus to help break this vicious circle. In all our efforts, 'civic space' is a key concept and the focus of our international L&A. An open civic space is a key to a functioning social contract. It is the underlying condition for the thematic trajectories in all the six countries where we implement our program. In 2018, however, we witnessed a further shrinking of civic space in all those countries. In 2019, we will therefore increase our efforts to lobby against measures that reduce civic space, and where possible we will actively promote better collaboration between state institutions and civil society organizations.

For 2019, the SDG process will offer highly relevant international advocacy opportunities, that is, at the UN High Level Political Forum (HLPF) convened in New York in July and September 2019. One of the SDGs that will be reviewed is SDG 16, which links to several of our focus themes: social contract and civic space (SDG 16.6), access to justice and security (SDG 16.3) and prevention and resolution of conflict (SDG 16.1). The SDGs offer a consolidated framework for international engagement with fragile states, while we also notice a growing political commitment to the SDG agenda in several fragile countries, which we should try to harness. The Central African Republic is one of the countries committed to engage in a Voluntary National Review (VNR) that will be presented at the HLPF. For those countries where no VNR is planned in 2019, shadow reporting may be considered highlighting the SP's experiences on localization and implementation of SDG16.

Since the start of the SP program, linking L&A at the country level to international L&A, and vice versa, has been a challenge. To reinforce these linkages, we have decided to select a limited number of topics and advocacy opportunities for each trajectory. This will enable us to prepare our L&A strategies and activities in close cooperation between the international lobbyists based in The Hague, the SP-teams in the six countries, and our local partners. We expect that this will increase our opportunities for achieving optimal advocacy results.

### 3.2 Highlights per thematic trajectory and links with countries

#### 3.2.1 Space for civil society

According to the 2018 State of Civil Society Report by CIVICUS, civic space has further deteriorated in the past year. 82% of the world population lives in countries where civic space is closed, repressed or obstructed. The current crackdown on international NGOs in Burundi illustrates this tendency. CIVICUS observes that while "these are difficult times for many

in civil society”, it is encouraging that “almost everywhere we look, we see signs of citizens organizing and mobilizing in new and creative ways to defend civic freedoms”. In 2019, we will dedicate concerted efforts to helping avoid a further narrowing down of the political, operational and financial space for civil society organizations in the six SP countries. Through these efforts we contribute to the long-term goal of restoring the social contract in these countries.

A lot of work in this trajectory will be carried out in close collaboration with the Civil Society Platform for Peacebuilding and Statebuilding (CSPPS). This is a North-South initiative to strengthen the voice of civil society in the International Dialogue on Peacebuilding and Statebuilding (IDPS), which brings together countries affected by conflict and fragility and their international partners. For 2019, the SP program and CSPPS will collaborate closely on the review of SDG16 and related SDGs during the UN HLPF in New York. We will keep emphasizing that civic space is a prerequisite for progress to be made on the implementation of the SDGs. We will ensure that our country office SP teams as well as local partners understand the importance of the cross-cutting ‘civic space’ advocacy and we will encourage them to meet with relevant stakeholders in-country and internationally to address the issue.

Linked to the lobby at UN level, we will lobby with the EU concerning their country roadmaps for engagement with civil society. We will do so through both the EU delegations in the SP countries and DEVCO/EAAS in Brussels. The advocacy in Brussels will be planned and carried out in collaboration with networks such as Concord, EPLO and CIDSE.

Finally, civic space is also an important topic for the current Dutch government. Cordaid will seek to continue its dialogue with different departments at MoFA with the aim of safeguarding civic space in the countries where we work. We may do so on our own, or as a member of networks such as Partos, BMO, WO=MEN and the country platforms for Afghanistan, DRC and Burundi.

### **3.2.2 Security and access to justice for all**

In the SP countries, we see a failure of the social contract in the field of security and justice, as the state’s policy and practice in this area does not respond to the needs of the citizens. Due to recurring political crises in fragile states, international donors tend to be skeptical about interventions related to security and justice and the possibility to achieve results in those areas. Cordaid, however, thinks that *people-centered* security and justice provision in fragile contexts is indispensable to address the urgent needs of local communities. Evidence gathered by our local partners in the SP countries indicates that tailored support to the justice and security sector can actually contribute to progress.

The in-country programming of this trajectory contributes to building local-level institutional capacity of the justice and security sectors level that is responsive to the needs of local communities. Our international advocacy builds on the evidence gathered by our local partners. In 2019, it will prioritize access to justice building on the momentum around the International Task Force on Justice, co-chaired by the Netherlands and Sierra Leone. We will also work to influence the outcome of the UN HLPF 2019, especially the review of SDG16. Given the growing resistance in certain countries against international institutions, which are perceived as serving ‘western’ agendas, the political role of regional actors is becoming more and more relevant. We will therefore also continue our L&A focus on regional institutions, specifically the African Union and its bodies.

### **3.2.3 Inclusive and engendered peace**

In the past years, Cordaid has actively influenced international stakeholders on inclusive and engendered peace at international events, such as the UN Commission on the Status of Women (CSW) and the period around the annual open debate of the UN Security Council on UNSCR 1325. We do so, for example, by organizing side-events to showcase the experiences and evidence-informed knowledge of our country offices and partners and by sharing our recommendations on relevant topics. We will continue these activities. Apart from contributing to the CSW and the events for the 18<sup>th</sup> anniversary of UNSCR 1325, in 2019, we will also attend the UNSC open debate on Sexual Violence in Conflict (April). Finally, we will investigate possibilities to lobby at the African Union for the implementation of UNSCR 1325 in the region.

In order to strengthen the L&A capacity and knowledge of our country offices and partners, we will organize trainings on the ‘Handbook on Integrating Gender in Peacebuilding and Statebuilding’. The handbook, which was developed by Cordaid in 2016, has proved to be a very helpful tool for those strategizing and implementing L&A on the topic.

Evidence-based research is essential for our international L&A strategy. Cordaid developed the Women, Peace and Security Barometer as an innovative tool to involve local women and their organizations in L&A on topics that directly concern them. In 2018, we implemented the Barometer in the DRC and CAR, where we used surveys to collect women’s opinions and perspectives on the daily peace and security issues in their community. We analyzed the results with the interviewees



and formulated policy recommendations based on this. We enriched the data analysis with personal stories to back up the evidence collected. In 2019, we will roll out the Barometer to South Sudan and Afghanistan, and if the situation allows, also to Burundi.

In addition to Women, Peace & Security, this trajectory also includes L&A pertaining to Youth, Peace & Security (YPS). For the latter theme, we will mainly focus on comprehensive in-country programming in 2019, with less emphasis on international lobby. However, our international partners UNOY and CSPPS will continue to lobby for the implementation of the recommendations of the progress study on YPS commissioned by the UN Secretary General and presented in April 2018, 'The Missing Peace'.

### 3.2.4 Accountable and responsive health services

Cordaid has been contributing towards achieving Universal Health Coverage (UHC) in fragile states through its healthcare programs in countries in Africa as well as Afghanistan. Thanks to the leadership of the World Bank, WHO and some frontrunners among national governments, there is now strong support among the international community for achieving UHC in fragile states. There is also a strong civil society engagement on this issue through networks like Caritas Internationalis, Medicus Mundi International and the UHC2030 Civil Society Engagement Mechanism. Cordaid is a member of all three networks. This SP international L&A trajectory aims at mobilizing international leverage to achieve UHC in Afghanistan and DRC.

In 2018, our partners in the DRC carried out successful advocacy for the adoption of a provincial law on compulsory health insurance in Kivu. For their advocacy, they made use of experiences and good practices of community health insurance mechanisms (*mutuelles de santé*). In 2019, we will advocate for the implementation of this law and the allocation of enough budget to implement *mutuelles de santé* in each province. We will try to mobilize international support for our country-level lobby through the organization of workshops and/or side-events at international conferences, such as the World Health Assembly in Geneva and the High-Level Forum on UHC in fragile states, which takes place in the margins of the UN General Assembly in New York.

In Afghanistan, public healthcare relies strongly on foreign aid. We are concerned that the sustainability of the public healthcare system is at risk when foreign aid to Afghanistan diminishes. We will therefore advocate with the international community (European Union, World Bank and USAID) to decrease their financial support to Afghanistan's health system only gradually and to provide technical support for domestic resource mobilization. We will approach the Afghan Ministry of Public Health to jointly develop a 'positive narrative' on public health in Afghanistan, which can be used at international conferences in support of our lobby messages on UHC.

### 3.2.5 Extractives

In our original SP proposal, the extractives trajectory was part of the economic opportunities pillar of the SP ('inclusive and sustainable economic growth'). It focused on addressing the negative impacts of extractive industries on people's livelihoods and increasing the benefits for communities. In 2019, this international lobby trajectory will change its focus to concentrate on the role of extractives in conflict and peacebuilding. Extractives governance is an important topic as this may either generate conditions for the outbreak of violent conflict or contribute to stability. The roles of multinational companies, armed groups and international finance are equally important angles to approach the issue. In a recent debate at the UNSC, the Dutch representative argued that tackling corruption, which is very common in the extractives sector, is vital for achieving SDG 16, as this increases tax revenues and diminishes grievances and discontent of the population.

This trajectory will continue to focus on the situation of local communities in mining areas. We will emphasize the importance of, on the one hand, involving these communities in extractives development and, on the other hand, increasing transparency and accountability of the government and extractives companies. This is vital to stop the extractives sector from being a source of, often violent, conflict.

In 2019, in-country workshops will be organized to carry out a conflict analysis related to the extractives sector and to develop advocacy messages. These messages will be directed at the Dutch MoFA (The Hague and Royal Netherlands Embassies), the OECD forum on responsible mineral supply chains, and policy-makers involved with the EU Conflict Minerals Regulation (at the European Commission in Brussel and via the European Partnership for Responsible Minerals (EPRM)).

## 4. ATTENTION FOR WOMEN AND YOUTH

### 4.1 Involvement of women, youth and marginalized groups

We want to make sure that we engage not only vocal and well-connected groups in our L&A, but also those who are currently marginalized. That is why we cooperate with a wide variety of partners, rather than only with those based in capital cities or working with highly educated constituencies. Nevertheless, we need to keep reminding our colleagues and partners of this inclusive approach. In the SP countries, we focus specifically on supporting and empowering women and youth. We lobby for increased involvement of women and youth from different backgrounds in decision-making processes.

The UNSC Resolutions 1325 and 2250 remain important instruments for national advocacy for women's and youth involvement. We continuously pressure governments for a proper implementation of these resolutions. While National Action Plans (NAP) can be helpful for this implementation, they also often remain paper realities. We therefore lobby for the implementation of relevant policies at all levels. In Afghanistan and Burundi, we continue to strengthen the role of women and youth in peace processes. In the DRC, we support women and girls to participate in political decision-making bodies. In 2019, we will lobby the government of South Sudan to honor the provision in the 2018 peace agreement for 35% quota on women's participation in the Transitional Government of Unity and public institutions.

(Sexual) Gender-Based Violence is an enormous problem in the fragile countries where the SP program is implemented. We focus on increasing access to justice for victims of (S)GBV as well as on preventing stigmatization. In the CAR, we will advocate with stakeholders for increased investments in the fight against (S)GBV. In South Sudan, we support local communities who wish to pressure authorities to take action against perpetrators of GBV.

In 2018, our partners in the DRC and CAR effectively used the Women, Peace & Security Barometer to collect stories and opinions from women and men about their security needs and perspectives. The data are used to empower women in setting priorities for action. Furthermore, communities and program partners have formulated strategies for advocacy based on the barometer data, which we will continue to support in 2019. The barometer will be scaled up to three more countries to include South Sudan, Burundi and Afghanistan. We expect this to support our evidence for advocacy at country, regional and international level as well as providing a wealth of comparative data.

## 5. LEARNING AND CAPACITY DEVELOPMENT

### 5.1 TOCs and learning agendas

The recently conducted mid-term review (MTR) proved the relevance of our annual revision of the ToCs. Like last year, we asked our partners to take the lead in reflecting on and revising the Theories of Change. We have noticed that this strengthens their ownership of the agreed-upon priorities and strategies. The MTR indicates that partners appreciate this approach very much. We indeed observed that they keep improving their capacity to use the ToCs with each revision round.

Our partners also mentioned during the MTR that the joint reflection during the quarterly progress meetings in the countries highly contributes to the partnership and the sense of ownership. This feedback encourages us to further enhance the reflection and learning between partners and Cordaid country office staff at the quarterly meetings through more strategic discussions around the ToCs. We distinguish several opportunities to do so. Firstly, we wish to improve our understanding of how the social contract can be strengthened in countries where civic space is under pressure. Restoring the social contract is central to our ToC and we plan to make this more explicit. We have had fruitful discussions about the relationships between citizens and governments and will continue to clarify our views on social contract in each SP country in order to put our L&A results on civil space into context. Secondly, the lobby experts at the global office will provide more capacity development to country staff and partners to facilitate the integration of international lobby at the national level. Thirdly, we will use the outcomes reported in the quarterly meetings to gain insight into which L&A strategies did (not) work well and why, and adjust the planning for the next quarter accordingly. Lastly, we are trying to find better ways to demonstrate the L&A process of our ToC by means of the achieved outcomes. Building lobbying strength and capacity, successfully putting topics on the agenda, and securing political will and commitment to address these topics, all require considerable time. Early outcomes are usually an increased commitment of decision-makers, which requires follow-up activities to achieve tangible policy change. To support our ToC, we will focus more on revealing how one (intermediate)

outcome builds on another. This will help us to communicate a more comprehensive narrative of our L&A process and achievements, and the progress that is being made.

The above-mentioned learning topics constitute our overall learning agenda. In addition, the assumptions for the specific ToCs in the six countries have been updated and activities have been formulated to investigate these assumptions. Individual partners have assumed responsibility for each learning activity. This approach ensures that all partners play an active role in building the collective knowledge of the program and allows us to make use of the diverse experiences and capacities available.

## **5.2 Capacity development plans**

Every year we carry out an organizational L&A capacity assessment for each partner organization, which feeds into the capacity development plan for each country. Comparison of the baseline assessment of 2016 with the 2017 assessment, revealed slightly lower scores on many of the elements that define L&A capacity (see the comparative charts in the annex on capacity development). Fortunately, the 2018 assessment shows an upward trend for all countries, except for Afghanistan and Nigeria, where average scores declined slightly. There are two reasons for this. Firstly, new partners, who had received less capacity development than existing partners, were included in the assessment and brought the average score down. Secondly, because of the lobby training they received, some partners realized that they were less advanced than they had previously thought and thus gave themselves lower scores on certain elements.

The annual capacity assessments showed that, similar to the past two years, there is still a need for capacity training on monitoring & evaluation and on L&A. In several countries there is an additional need to strengthen financial management capacity. A new topic for 2019 is training on media and communication. Lastly, we have included several workshops and trainings in the 2019 planning to help our colleagues at country offices and partners to prepare for and participate in international events, such as the UN HLPF, the CSW, or the African Union's General Assembly. To make our training more efficient, we are experimenting with e-learning and blended learning.

# **6. PARTNERSHIP WITH DUTCH GOVERNMENT**

## **6.1 Dutch Ministry of Foreign Affairs**

A central element of the SP program is its emphasis on the notion of partnership. The program aims to provide new opportunities to develop more equal types of cooperation between the Ministry of Foreign Affairs, Cordaid and our partner organizations. By working together in pursuing jointly defined strategic goals, we aim to achieve results that the none of us would be able to achieve without the expertise, networks and experience of the other.

Examples of strategic cooperation in the framework of the SP, foreseen in 2019, include: Cordaid's involvement in the 3rd meeting of the International Task Force on Justice (February), organizing joint side-events at the UN HLPF (July and/or September), and joint focus on highlighting the importance civic space during the campaign for the Netherlands' membership of the UN Human Rights Council in 2020.

## **6.2 Royal Netherlands Embassies**

In a similar vein to our strategic cooperation with MoFa, we had hoped and expected to also develop partnership relations with the Royal Netherlands Embassies (RNEs) in the SP countries where our program is implemented. However, it proved quite a challenge to maintain regular contact with the RNEs. The barriers appear to be the multiple responsibilities and time constraints of relevant RNE staff, as well as frequent staff changes. The Cordaid SP teams in all six countries will nevertheless continue to invite RNE staff to regular exchange meetings, work sessions, field visits and planning workshops, either bilaterally or together with other SPs or Dutch-funded programs. Two positive examples of strategic cooperation with RNEs are noteworthy. In Nigeria, the RNE will hopefully continue to put diplomatic pressure on relevant Nigerian government institutions and international oil companies to carry out the clean-up of Ogoniland. In South Sudan, we see a possibility to cooperate around the 'hubs of stability' where the RNE will concentrate its programs, most of which correspond with the working areas of the SP.

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## 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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