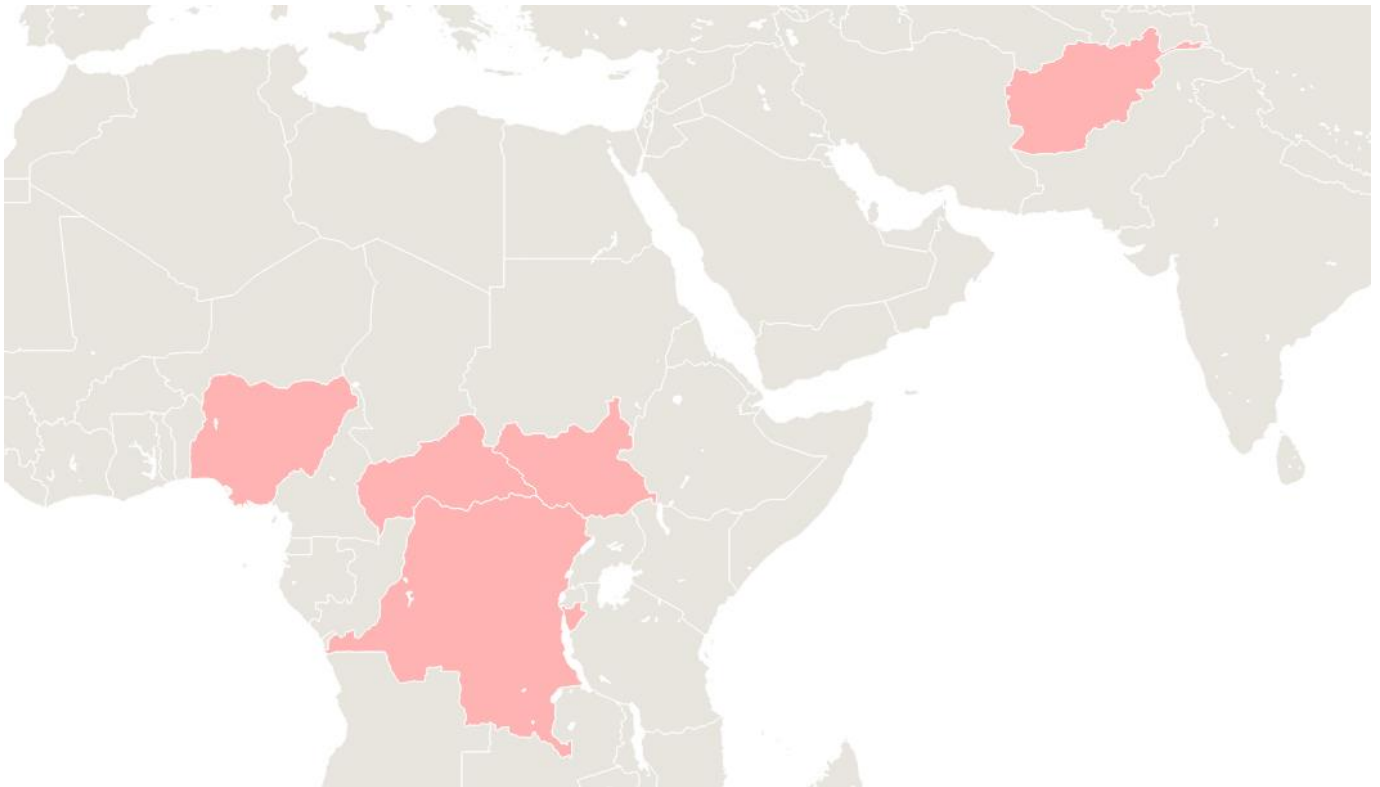


# ANALYTICAL REPORT 2016 STRATEGIC PARTNERSHIP

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



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# CONTENTS

<b>1. ANALYSIS OF THE PROCESS .....</b>	<b>1</b>
1.1 Process milestones.....	1
1.2 Cooperation .....	1
1.3 Program design and validity of methodologies .....	1
<b>2. PROGRESS PER COUNTRY .....</b>	<b>2</b>
2.1 Afghanistan.....	2
2.2 Burundi.....	2
2.3 Central African Republic .....	3
2.4 Democratic Republic of Congo.....	4
2.5 Nigeria .....	4
2.6 South Sudan .....	4
2.7 Overarching trends: civic space, youth and women.....	5
<b>3. PROGRESS IN INTERNATIONAL L&amp;A .....</b>	<b>6</b>
3.1 Analysis of international Lobby and Advocacy and links with countries.....	6
3.2 Analysis per topic .....	6
3.2.1 Inclusive and engendered peace.....	6
3.2.2 Security and access to justice for all .....	7
3.2.3 Accountable and responsive health services .....	7
3.2.4 Inclusive economic growth: extractives .....	8
3.2.5 Space for civil society.....	8
<b>4. DRAWING LESSONS .....</b>	<b>9</b>
4.1 Capacity development .....	9
4.2 Lobby and advocacy.....	9
4.3 Theory of Change.....	9

# 1. ANALYSIS OF THE PROCESS

## 1.1 Process milestones

In 2016 we started implementing the SP in six countries; in each of these countries we focus on one to four thematic lobby trajectories. This first year of the SP was primarily dedicated to the inception phase. We defined the organizational set-up of the SP and established and coached SP teams in our country offices and at Head Office. Together with (potential) partner organizations we developed Theories of Change (ToCs) for the different trajectories as well as the corresponding M&E frameworks at country and international level. The individual and joint lobby and advocacy (L&A) capacity of selected local partner organizations was assessed, based on which we developed capacity development plans for each country. In the last quarter of the year, official launching ceremonies were organized in all six SP countries, which generated positive response and helped build relations with government, national and international actors. By the end of the year, the first L&A activities started, with emphasis on developing and strengthening relationships with important stakeholders.

## 1.2 Cooperation

Our CSO partners in the six countries are the key L&A actors in the SP; ownership of the lobby trajectories should therefore lie primarily with them and their constituencies. Developing the ToCs together boosted their sense of ownership. We observe that our partners are gradually getting used to working with the ToCs, setting goals and defining the outcomes for the changes they aspire. Making this new approach their own remains a challenge, however, and we try to find the right balance between providing instructions and promoting learning by doing. The SP staff at Cordaid's country offices play a crucial role in the program. They facilitate the planning, monitoring, learning and capacity building, while also playing an active role in L&A, especially facilitating linkages with international initiatives. Delays in recruitment have slightly affected progress in several countries.

The Royal Netherlands Embassies in all six countries are important partners. They provide support in policy influencing at the national level and as well as guidance on linkages to the international level. Due to frequent staff changes and full agendas of both embassy and Cordaid staff, as well as an initial lack of clarity about the ambitions of the SP program, establishing good relationships was a challenge at first. By the end of 2016, direct contact between RNE staff and SP coordinators had been established. A strong alignment of SP and embassy programs, such as in Nigeria, has proven to be a favorable factor for collaboration. The Embassies also organize useful coordination meetings for NGOs that receive Dutch funding; in Afghanistan for instance, we participated in meetings with RNE, Care and Oxfam. The SP team for the Central African Republic was introduced to RNE staff in Khartoum, Sudan, because the Netherlands have no Embassy in the CAR.

The Ministry of Foreign Affairs has been a valuable partner for our activities at the international level. We have had open and productive interactions with DSH staff. As was indicated in the report 'Mapping the expectations of the Dutch Strategic Partnerships for Lobby & Advocacy', ideas about the added value of the SP differ: Cordaid emphasizes the strategic value of the partnership, while the Ministry and Embassies stress its practical added value. Given the limited time availability of our MFA contact persons, we will use their capacity as strategically as possible.

We identified several partner organizations for international lobbying on the four thematic trajectories, which are linked to the trajectories in the six countries, as well as for the overarching trajectory 'space for civil society'. The international trajectories enjoyed a relatively quick start thanks to the fact that they build on previous lobbying work by Cordaid. In 2017, we will strengthen the linkages between national and international lobby, making sure they feed into each other.

## 1.3 Program design and validity of methodologies

We chose to work with a bottom-up planning methodology, meaning that ToCs and corresponding M&E frameworks were developed for each of the 17 trajectories. Based on this, we also developed an overall ToC. This approach has resulted in a large number of specific outcomes, each with a set of indicators. A great deal of detailed information on the specific outcomes of each ToC will thus be generated. This will help partners to reflect on both the progress and validity of their specific ToCs. The large number of indicators, however, also poses challenges in terms of aggregation of the results in IATI. By using selected key indicators and linking narratives to the aggregated outcomes in IATI, we will be able to summarize progress at the overall program level.

A significant advantage of working with the ToC methodology is the flexibility it provides to adjust outcomes to changes in the country context. For instance, in response to the political crisis of July 2016, we reformulated our outcomes for South Sudan.

## 2. PROGRESS PER COUNTRY

### 2.1 Afghanistan

#### Inclusive and engendered peace

AWN and Cordaid engaged with influential stakeholders such as the Deputy Minister for Youth at the Ministry of Information and Culture, the First Lady, the Minister of Women's Affairs, as well as the High Peace Council to emphasize the important role of youth and women in peace processes and enhancing security. We also opened channels for direct contact between representatives of youth and women with these same stakeholders (*enabling environment*). We achieved several concrete results. AWN trained activists and groups in eight provinces in network mapping, and in L&A strategies (*capacity building*). The concerns expressed by women and youth concerning peace featured prominently during symposia organized by the above stakeholders as well as in posts on social media. AWN also organized provincial consultation meetings where youth and women conveyed their concerns to decision makers (*agenda setting*). A first policy change was instigated when AWN successfully lobbied for the incorporation of women and youth representatives in the peace process, which is now part of the new government peace strategy. Another lobbying success was the inclusion of a consultative youth board and the inclusion of women in the advisory boards for provincial peace councils (*policy influencing*).

#### Accountable and responsive health services

We contributed to better *agenda setting* by on the one hand sensitization of members of partner network AHO and the AHO steering committee, and on the other hand meetings held at the Ministry of Economy with the Ministers of Public Health (MoPH) and Economy and NGO directors. Cordaid and selected AHO members influenced the development of the MoPH's new Nation Health Strategy 2016-2020 by lobbying in taskforce meetings for inclusion of the private sector, improving health financing mechanisms, and increasing domestic revenue generation (*policy influencing*). The government of Afghanistan has expressed willingness to boost private sector support in the health sector, which will help speed up the introduction of health insurance schemes. In 2017, Cordaid and AHO will continue lobbying the government to ensure effective implementation of the new health strategy.

#### Security and access to justice for all

Cordaid and the SALAH network identified international donors and supporters for judicial reform in Afghanistan. Despite the reluctance of the Supreme Court to sign an MoU with Cordaid and SALAH, we managed to influence the Ministry of Justice's strategy development by participating in taskforce meetings (*policy influencing*). Our *capacity development* efforts have strengthened the monitoring of local justice institutions by local CSOs and media in the five targeted provinces.

#### Inclusive economic growth: extractives

In 2016, the country office conducted a scoping study that resulted in a first version of the ToC for this trajectory. Together with a local partner identified in late 2016, the Human Rights Research and Advocacy Consortium (HRRAC), we will further develop the ToC in the second quarter of 2017.

### 2.2 Burundi

#### Inclusive and engendered peace

Our partner AFJO organized thematic focus group discussions between CSO leaders and chiefs of radio stations, which resulted in the broadcasting of a community-based radio program on women's rights called *Mutima Wurugo* (or, 'Women, Heart of the Family') at Humuriza FM. Rural women can call in and voice their concerns and opinions and the radio program receives positive feedback from listeners. CSOs and media have signed an MoU, which supports harmonized lobby and advocacy activities. Two lobby successes have already been achieved. First, after lobby by AFJO with the President of the National Communications Council a tool was designed for monitoring gender in the media

disaggregated by sex that provides data for the implementation of the NAP on UNSCR1325 (*policy influencing*). Second, an advocacy meeting between Cordaid, AFRABU and the mediation team for the Burundi peace talks taking place in Tanzania, resulted in the team proposing to MoFA of Burundi that AFRABU joins the organizations that meet for the peace talks (*enabling environment*).

#### Inclusive economic growth: youth employment

The priority for the first year was to improve the *enabling environment* between CSOs and decision makers at the local level. For this purpose, our partner CSOs set up a coordination committee consisting of 2 representatives from CSOs working up-country and 3 from Bujumbura. Contact between them was improved through a WhatsApp group. Youth associations and community leaders in the provinces felt that they were collaborating insufficiently, so an improved communication strategy was agreed upon with community leaders, resulting in several joint meetings.

#### Security and access to justice for all

Significant achievements were realized in terms of the *enabling environment* and potential *policy influencing*. Following a meeting between Cordaid and the Minister of Justice, the Minister appointed a focal person for the SP program, realizing that it contributes to the implementation of the justice sectoral policy. Technical staff from the Ministry always attend activities organized by our partners, and vice versa the Ministry invites Cordaid and partners to their meetings. Recently, the Justice General Director invited our partners to join the justice sectoral group. This is a remarkable sign of trust, which strengthens the good working relationships between the Ministry, Cordaid and partners.

## **2.3 Central African Republic**

#### Inclusive and engendered peace

Our partner AFJC opened a *Centre d'écoute* in the 6<sup>th</sup> district of Bangui to accommodate victims of GBV and provide them with initial psychological support. The center facilitated the establishment of a pressure group on GBV composed of municipal advisors, the Imam, three leaders from women's organizations and four representatives of youth clubs. They have encouraged at least one hundred victims of GBV to tell their story to the media; during awareness activities they mobilized communities to denounce the perpetrators of GBV (*agenda setting*). We intend to create similar pressure groups in other districts of Bangui and eventually to extend the approach to the rest of the country. Our goal is to develop a single database that provides insight into the extent of the problem of GBV in the CAR. A common record sheet for documenting GBV cases has already been designed in partnership with the Department of Health and the sub-committee against GBV, which is a multi-stakeholder platform chaired by UNFPA in CAR.

Part of the L&A by the program partners focuses on the educational sector. The Director of Cabinet and the General Director of the Ministry of Education became convinced of the seriousness of the situation and committed their continued support to the implementation of the program (*agenda setting*). Staff of the Ministry of Education have piloted training and awareness sessions on the fight against the GBV in the school environment. Information and awareness materials as well as teaching cards on GBV were designed and validated by the Department. The materials will be distributed among primary school students during 2017.

#### Security and access to justice for all

A database holding information about the victims of violence during the military-political crises of 2012 and 2015 is under construction by partner organizations AVED-ASVI. In December, a *Centre d'écoute* that was put in place by partners AVED and ASVI for the identification of the victims and the documentation of cases. Moreover, victims have started narrating their stories during meetings organized with the Mayors of the districts of Bangui, traditional chiefs, heads of interest groups in Bangui and heads of neighborhoods. They also actively participate in awareness campaigns on human rights and have spoken about their situation in the national media. Bi-weekly radio programs for awareness raising were broadcasted in several communities, using the local language. The fact that listeners can call in, tell their stories and obtain legal advice, has contributed to their popularity. Photographs of the victims were taken for a photojournalism project on access to justice and GBV.

The database (to be put into service in 2017) will document the experiences of the victims of the military-political crises. This information is expected to support our advocacy efforts with the different ministries, parliamentarians and traditional authorities about the need to take these victims into account during the process of national reconciliation.

## 2.4 Democratic Republic of Congo

### Inclusive and engendered peace

Together with our partners, we provided input for the upcoming revision of the DRC's National Action Plan for UNSCR1325. An important development in 2016 was the reform process of the DRC Family Code, which led to the removal of several discriminatory and negative provisions towards women's rights in the new Family Code. In 2017, we will exploit opportunities offered by these two policy developments to advocate for putting issues of women's and girls' participation and their access to justice high on Congolese government agenda (*agenda setting* and *policy influencing*).

### Security and access to justice for all

Throughout 2016, Cordaid and partners established collaborative relationships with key stakeholders. They include the thematic commissions of the Ministries of Justice and Human Rights, the Interior and Security and Defense, the multi-party platforms in charge of reforming the security sector, and security stakeholders at the provincial level in the project areas (*enabling environment*). Two significant results are the input we provided for reform propositions for the National Policy for Access to Justice, and the acceptance by several key actors to participate in a joint assessment of the sector reform process. This assessment, which we will carry out in 2017 together with national and international partners, will help us clarify advocacy priorities for security sector reform (*agenda setting*).

### Accountable and responsive health services

Together with our local partners and in consultation with local service providers and community leaders, we carried out a preliminary study on the main government commitments to improve access to health care as well as the obstacles. The findings will be used in advocacy and community mobilization in 2017.

### Inclusive economic growth: extractives

Together with our partners, we prepared an update of the main problems with the formalization of artisanal and small-scale mining, and we identified key stakeholders in the current mining legislation reform process. The first lobbying efforts already resulted in a statement by the Congolese government for a new policy on the formalization of small-scale mining (*agenda setting*). The mining code reform process is at an impasse, partly due to the growing influence of the *Chambre des Mines* (association of mining companies operating in DRC) on the national government. We therefore intend to pay more attention to this association of mining companies in 2017. We maintain positive interactions with the National Ministry of Mines and the Provincial Ministry of Mines of Haut-Katanga and its Cabinet members and the Minister, who travelled from Lubumbashi to Kinshasa to participate in the official launching ceremony of the program, and who agreed to work with our partners at provincial level (*enabling environment*).

## 2.5 Nigeria

### Inclusive economic growth: extractives

The Nigerian government is under increasing pressure to make a change in the Niger Delta. Our main achievements in 2016 relate to awareness raising among civil society, local communities as well as government institutions about the need to work on the management of environmental, social and human rights (ESHR) impacts of the extractives industries using the Ogoniland clean-up as a template. As a result of our advocacy efforts and social media campaign, the National Oil Spill Detection Response Agency (NOSDRA), the Hydrocarbon Pollution Restoration Project (HYPREP) and the Rivers State Ministry of Environment indicated their willingness to bring NGOs on board in the planning and implementation of the Ogoniland clean-up. The scoping study for the ESHR impact assessment carried out jointly by an external consultant and SP partners, led to an increased awareness of local communities and at the same time provides evidence for our lobbying efforts. In 2017, we will direct L&A efforts to advocate for the implementation of the Ogoniland cleanup process, reduce environmental degradation arising from the impact of artisanal refining of stolen crude oil and influence the amendment of the Environmental Impact Assessment (EIA) Act and related regulatory bills. To increase effectiveness, we will strengthen coordination with other CSOs working on environmental management and sustainable livelihoods.

## 2.6 South Sudan

### Security and access to justice for all

We started the sensitization of targeted communities and stakeholders about establishing peaceful communities that adhere to the Rule of Law. Community dialogues in Wau, Magwi and Torit, presentations at the National Parliament, as well as meetings with traditional leaders, security sector actors and state legislators, opened new avenues to discuss



security issues and seek solutions to challenges faced by the security sector (*enabling environment*). We focused on strengthening coordination among stakeholders; for instance, neighborhood assemblies were set-up and GBV coordination meetings organized in Magwi. We supported *capacity building* of community members to effectively engage with local leaders and authorities. As follow-up to lobbying efforts by partner STEWARDWOMEN, mobile courts were developed that will be operational in 2017 in Imatong State. Legal aid clinics have started in Nimule and Magwi Payams. Chiefs reported an increase in the number of cases registered, which might be attributed to the fact that there is now a reporting mechanism in place.

#### Inclusive and engendered peace

We organized meetings with the Director of Gender in the Ministry of Parliamentary Affairs, the Ministry of Gender, Army Chief of Staff, the Minister of Defense and the Police Services Spokesperson to stress the crucial role of policy makers in creating an *enabling environment* for inclusive and engendered peace and for achieving the government's ambition to decrease SGBV. Partners Eve and CEPO facilitated the formation of a national coalition to fight SGBV, which carried out campaigns to increase understanding of SGBV. We supported *capacity building* of community members to engage with local leaders and authorities. Partner organization EVE established a taskforce in Munuki and Gudele to monitor SGBV and demand justice with legal institutions, using community dialogues and roundtable discussions. A call-in radio program on SGBV with many active listeners was banned by the authorities, who claimed that the SGBV cases were exaggerated and that government was portrayed in a negative light. Women for instance expressed their dissatisfaction with the government's implementation of the affirmative action quota of 25%; an issue that we intend to advocate on (*agenda setting*). Partner CEPO developed SGBV reporting tool, which complements the already existing SMS-based tool.

#### Inclusive economic growth: extractives

Community members have become more aware of the Petroleum & Oil Revenue Act and Environmental Act (which entitle them to receive 3% of oil the proceeds) due to our activities, which included the translation of these Acts into Nuer and Dinka languages. A review of the ToC resulted in more focus on the environmental impacts of oil extraction. Community leaders and county authorities have joined hands to urge the oil companies and government to fence the oil waste to minimize health risks for children and cattle; some companies have agreed to this request. Activities took place to educate people on avoiding contact with oil spills, as well as reporting on oil spills and unusual disease occurrences. The reports from local leaders about the increase in number of babies born with deformities needs further investigation.

## **2.7 Overarching trends: civic space, youth and women**

#### Space for civil society

The progress reported above indicates that the initial focus has been on establishing contact with important stakeholders in the SP countries. Advocacy efforts were aimed at getting a foot in the door and building trust. These efforts have paid off: Cordaid and partners have succeeded in engaging with stakeholders at a high level. In some cases, relationships with powerholders prove difficult (e.g., South Sudan banning a radio show, the Afghan Supreme Court being unwilling to sign an MoU). Although the country reports do not mention severe restrictions on activities experienced, we are aware that civic space is shrinking in the program countries, witness for instance the NGO bill passed in South Sudan a year ago and more recently in Burundi. In Burundi, we initiated fruitful cooperation with the government, but we are aware that the government is at the same time keeping a close watch on our activities. We also must expect times when there is less room for L&A, for instance prior to the elections in the DRC that are scheduled for 2017.

#### Women and Youth

Regarding the participation of women and youth, first results are achieved in terms of *agenda setting* and creating an *enabling environment*. In Afghanistan and CAR, as well as at local level in Burundi, the program helps to give a voice to women and youth by involving them in dialogue with decision makers. In Burundi and CAR, we have successfully lobbied for the use of gender-sensitive tools by government institutions. Furthermore, in Burundi, South Sudan and CAR media have been effectively used for awareness raising on women's rights and for allowing women to publicly voice their concerns. Successful *policy influencing* could hardly be expected in the first year, and yet in Afghanistan our lobbying has already resulted in formally including women and youth in the national peace process.

It is too early to judge whether the above processes will make a real and sustainable difference. From 2017 onwards, surveys will be conducted regularly to monitor and gain insight into the satisfaction of women and youth representatives with these processes. We aim to include collecting the opinions of vulnerable groups such as older or disabled women.

## 3. PROGRESS IN INTERNATIONAL L&A

### 3.1 Analysis of international Lobby and Advocacy and links with countries

Our international L&A is closely linked to the thematic trajectories in the countries. Achieving change at national level often requires policy changes at the international level; international actors can be instrumental in influencing national level policy processes. Our international L&A also includes an overarching trajectory ‘space for civil society’, which aims at safeguarding the space for civil society to speak out and participate in public decision-making. This is especially relevant in the fragile and conflict-affected countries of the strategic partnership.

In 2016, the international lobbyists carried out lobby around important policy processes such as UNSCR 1325 and 2250, the New Deal and SDG-16 agenda, and the peace processes in several countries. As soon as the SP teams in the six countries were formed, ToCs developed and local partner organizations selected, we started discussions on how to strengthen the links between international and national L&A, and how evidence from national lobbying efforts can guide and directly feed into our international lobby. Our aim is to focus on the most critical international agendas from the perspective of achieving the outcomes defined in the ToCs for the six countries. In other words, our international lobby efforts should effectively support policy processes at national level. An example of a success achieved by effectively linking national and international lobby, is the inclusion of women and youth in the Afghan peace process (i.e. national lobby in Afghanistan linked with international lobby for the implementation of UNSCR 1325 and 2250).

In 2017, we will strengthen the cooperation between in-country SP teams and international lobbyists. Where necessary, we will build the capacity of our country office SP teams and local partners on the most important international policy processes linking to their trajectories.

### 3.2 Analysis per topic

#### 3.2.1 Inclusive and engendered peace

A key achievement in 2016 was the launch of the Global Acceleration Instrument (GAI) for Women, Peace and Security and Humanitarian Action. It followed a long period of preparation and generating high-level political support in which Cordaid also played a part. GAI is a UN multi-partner trust fund; UN Women acts as the secretariat. At least 50% of the funds will go directly to civil society organizations working in conflict-affected countries. In the immediate aftermath of conflict, there is a critical moment of opportunity to strengthen women’s rights and leadership, however, this is precisely the period that countries face a funding gap that the GAI can fill. Cordaid will remain involved in the governing structures of the GAI. Donor commitments have been rather limited to date, so we will keep pushing for extra donor funding to get the GAI on track.

Afghanistan is one of the core countries for Cordaid when it comes to L&A for UNSCR 1325. In 2016, two important conferences were organized: the NATO Warsaw Conference and the Brussels Conference on Afghanistan. In close cooperation with our partner Afghan Women’s Network (AWN), we produced recommendations and policy briefs for these two conferences, highlighting the important role of women in the peace process and in the security sector. We were especially effective in our engagement with NATO’s Special Envoy for UNSCR 1325 and the Nordic+ governments (including the Netherlands). They all referred in their statements to the issues we addressed. The Netherlands will remain one of the main donors on this topic in Afghanistan in the coming years.

In December, we launched the Cordaid ‘Handbook on Integrating Gender in Peacebuilding and Statebuilding’ during the HLM2 meeting (GPEDC) in Nairobi. This handbook serves as a policy influencing tool aimed at making governments and security stakeholders aware of the necessity of a gender-sensitive approach to peacebuilding and statebuilding. At the same time, it is a very practical (capacity building) tool, already being used by SP partner organizations in DRC and Burundi.

Together with UNOY and its Young Advocacy Team, we gave a presentation on the important UNSCR 2250 on Youth, Peace and Security (December 2015) during the Annual Conference of the Knowledge Platform Security & Rule of Law in the Netherlands. Youth play a crucial role in the contexts where we work - both as potential spoilers of peace and as actors of positive change. We organized discussions with the Dutch government and parliamentarians, which has resulted in putting the issue much higher on the agenda. Also in the context of the Dutch campaign for the temporary seat on the UN Security Council in 2018, UNOY and Cordaid have constantly pushed this as one of the key topics to be



taken on board by the Netherlands. These efforts have been quite successful: UNSCR 2250 has (informally) been mentioned as one of the priority issues for the mentioned seat.

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

This international trajectory was developed in close synergy with the country trajectories, specifically with DRC, Burundi, Afghanistan and South Sudan. The aim is to influence international stakeholders to engage with stakeholders at the national level for more effective and people-centered security and justice provision. Around the elections expected to take place in 2017 in DRC, we chose to focus on influencing international stakeholders to support the reform of the security and justice sector. In Burundi, we started developing a more comprehensive strategy for influencing the Burundian dialogue on the political crisis. Priority was given to sourcing additional funding to work at the regional level to support movement building around the peace process. For Afghanistan and South Sudan, we decided to use the findings of a research project on access to justice policies and programs (published in late 2016) as the starting point for the international and regional advocacy. The recommendations will be elaborated in 2017. At the international level, we closely followed the developments around the European Communication on Security Sector Reform (SSR) and Capacity Building in support of Security and Development (CBSD). We also started a dialogue on the to-be-developed Dutch SSR policy.

In this trajectory, we also aim at influencing the broader security and political context in the program countries. For DRC, the focus was on contributing to ensuring a peaceful political solution for the political crisis, mainly through cooperation with Crisis Action and EurAC (European Network for Central Africa) at the EU level. For Burundi, we tried to work together with Dutch (government) stakeholders where possible, and to coordinate our efforts with other CSOs at the European and international level. The Burundian government, however, is currently not receptive to messages from international actors such as the EU and UN. This inevitably limits the impact of our advocacy efforts, which is why we will shift our focus to regional actors in 2017. For Afghanistan, 2016 was an important year with the Brussels Conference on Afghanistan and the NATO Warsaw Conference. Cordaid and partners provided recommendations related to rule of law and the security sector for both conferences (see 3.2.1). As for South Sudan, where violent conflict broke out again in 2016, we advocated for the protection of civilians and an inclusive political process in support of the Peace Agreement through Crisis Action; for 2017 we are also exploring other strategies, specifically at the regional level.

Cordaid participated in the preparatory core group and the actual civil-military exercise 'Common Effort' in The Hague, organized by the 1 (German/Netherlands) Corps. This exercise entailed a multi-stakeholder dialogue on a real-life complex (post)conflict scenario, in this case Libya. Topics including the protection of civilians, strengthening (local) governance and security sector reform, were discussed amongst officials of Dutch and German ministries of Foreign Affairs, Defense and Justice, academic institutions, NGOs and international organizations. The exercise is meant to offer insights into the complementary roles that different actors can play in (post)conflict settings.

### **3.2.3 Accountable and responsive health services**

As part of our advocacy for promoting CSO participation in Universal Health Care (UHC), we participated in an online consultation on the role of CSOs in the UHC2030 Alliance. Especially the participation of our SP partners from DRC and Afghanistan was highly appreciated by the UHC2030 Alliance.

Cordaid plays a prominent role in shaping the UHC2030 Civil Society Engagement Mechanism and has become a member of the Communication & Advocacy working group and the Review working group. In December, we invited participants from Africa and Asia to the CSO meeting of the UHC2030 Civil Society Engagement Mechanism in Geneva. In 2017, together with Dutch health NGOs like Wemos and AMREF, we will continue supporting the UHC2030 Alliance in becoming a broad-based and effective movement.

The Cordaid country offices in CAR, DRC and Ethiopia organized public events on the importance of UHC. Cordaid Head Office supported the initiative and harmonized the communication of the country offices. The events created new opportunities for awareness raising. Unfortunately, a similar event in Burundi had to be cancelled due to political pressure.

As part of our efforts to get Result Based Financing (RBF) accepted by OECD governments as an effective approach for (re)building resilient health systems in fragile countries, we participated in the 5th Global Fund Replenishment

Conference in Montreal. We presented a policy brief showcasing lessons from the implementation of RBF in the DRC and took part in a panel at a closed side event on the importance of RBF in realizing health outcomes in FCAS. Cordaid also participated in a debate on health systems strengthening in Amsterdam, where we stressed the need to build resilient health systems to better respond to emergencies.

Cordaid staff met with various members of political parties to raise attention for the importance of health systems strengthening. We circulated our written response to an IOB report on Health Systems amongst political parties and raised attention for the issue at the Ministry of Foreign Affairs. Though we have not received formal responses from them yet, there are encouraging signals that our message about the importance of health systems is gaining traction among health policy and decision makers.

### **3.2.4 Inclusive economic growth: extractives**

In 2016 we focused on reorienting our former L&A work on extractives towards the aims of the SP. The ToC for the international trajectory was developed based on the work planned in Afghanistan and DRC (minerals), and South Sudan and Nigeria (oil).

To improve CSO participation in international multi-stakeholder initiatives around extractives, Cordaid staff participated in the launch of the European Partnership on Responsible Mining (EPRM) by the Dutch Ministry of Foreign Affairs. Our aim is to make sure that the interests of local communities are considered in EPRM's governance structure and that local civil society gets an institutionalized position. The Ministry allocated an amount of 3 million euros for 3 years to the EPRM and has also started fundraising with other donors. The expected results of this in 2017, will hopefully make it possible for EPRM to allocate funding to supporting meaningful local community participation and to enabling citizen-led policy processes on mining.

Furthermore, our lobby efforts contributed to the adoption by the EU institutions of a new EU Regulation on conflict minerals, which is relatively favorable for the interests of local communities in areas of 3TG mining (tin, tungsten, tantalum and gold). As to oil exploitation in Nigeria, the Cordaid international lobbyist supported the Nigerian SP alliance in preparing itself for a lobby campaign for the implementation of the recommendations of the ESHR impact assessment in Ogoniland by the Shell Petroleum Development Company of Nigeria (SPDC).

No activities have been carried out yet related to the integration of the UN Guiding Principles on Business and Human Rights in IDPS/New Deal for Engagement in Fragile States; this planned action will be taken up in 2017.

### **3.2.5 Space for civil society**

Cordaid has addressed the concerns over shrinking political space at various fora. Side events were organized around international meetings (UN General Assembly, WB Fragility, Conflict and Violence Forum, EC CSO Forum and European Development Days). These meetings were used to voice concerns about the adverse effects of proposed and/or new NGO legislation (e.g. in South Sudan and Burundi). Our direct involvement in fora like IDPS, GPEDC and Concord proved to be useful venues to call for support from a wide range of international development actors. Key southern CSO partners (from CAR, South Sudan, Afghanistan and DRC) were capacitated to directly and successfully engage in these fora and to present compelling cases stories.

Our concerted lobbying efforts were successful in providing inputs for the Nairobi Outcome at the HLM2 on the Global Partnership on Development Effectiveness (GPEDC). The declaration underscores the urgency to reverse the trend of shrinking civic space for CSOs and the importance of an enabling environment for civil society.

IDPS partners reconfirmed their commitment to the tripartite partnership between governments of FCAS, international donors and civil society in the 'Stockholm Declaration on Addressing Fragility and Building Peace in a Changing World' (April 2016). The mandate of the IDPS was renewed with another 5 years; it provides civil society an official and recognized seat and space for dialogue. Cordaid contributed to the successful lobbying for the commitment of IDPS to including the issue of Youth, Peace and Security (UNSCR 2250) in the declaration.

The CSPPS, its Secretariat hosted by Cordaid, in collaboration with UNDP organized a landmark session during the World Bank FCV-Forum on Safeguarding Inclusivity and the Role of Civil Society in FCAS. The session helped to further cement good relations with the World Bank as a key partner in promoting enhanced space and inclusivity for CSOs.

In the Netherlands, Cordaid participated in several meetings of the Dutch Human Rights Ambassador. The meetings about his trip to Vatican City were especially relevant from the perspective of strengthening space for civil society in FCAS, because the Pope and Cardinal Turkson are personally involved in the peace processes in South Sudan and CAR through local Caritas and Justice & Peace structures. Furthermore, a group of SPs started an initiative with DSO to jointly work on defending civic space in SP countries. Cordaid has taken the lead for Burundi, one of the five pilot countries.

Capacity strengthening activities related to the strategic engagement of CSOs in peacebuilding and statebuilding initiatives in the context of the New Deal were carried out in DRC and Afghanistan. In 2017, we will further capacitate civil society to participate in constructive state-society interactions at the national and international level.

## 4. DRAWING LESSONS

### 4.1 Capacity development

The Cordaid country office in DRC aptly summarized the capacity building efforts in 2016 as ‘a time of learning and appropriation’. Both partner organizations and Cordaid staff need time to get accustomed to working with ToCs and reflecting on outcomes rather than output. The different methods and formats that we have introduced challenge partners and Cordaid staff to continuously reflect on changes; they also imply more frequent meetings and more work to discuss and document progress. Nevertheless, the learning curve is steep and the new approach moreover stimulates our own capacity development. In all countries, capacity development plans have been formulated together with partners; formal training complements the learning-by-doing and coaching approach.

This document has provided many examples of capacity development that involves local communities, ranging from awareness raising to increasing their actual participation in decision making. Women and youth have received special attention in these efforts (see 2.7). It is encouraging to see that the involvement of the very people whose rights we are lobbying for, is taking shape. We also try to facilitate the participation of representatives from the SP countries in our international L&A events.

### 4.2 Lobby and advocacy

Actual policy change is often only the final stage of a long process of L&A efforts. Our L&A achievements in 2016 are mostly found in mobilization and agenda setting. Preparatory studies were conducted in Nigeria, Burundi, Afghanistan and DRC to orientate the trajectories. Contacts have been established with key decision makers at the local and national level and various activities were started to engage with the beneficiaries through meetings and media.

The ToCs have been instrumental in giving direction to the L&A strategies. Ongoing processes, like the revision of the NAPs for UNSCR 1325 or other reform processes especially feature in the ToCs, and they also helped to identify the most prominent lobby targets. As useful as ToCs are, L&A remains highly unpredictable and we need to remain alert to unexpected opportunities and set-backs. Our local L&A partners in Nigeria expressed the value of sharing advocacy opportunities to be able to act fast, and in other trajectories partners use WhatsApp and Facebook to improve communication and increase effectiveness.

### 4.3 Theory of Change

Quarterly meetings are convened to assess progress based on the specific ToCs for the trajectories. This has not yet led to major adjustments of the ToCs. We expect some adjustments during 2017, particularly in relation to the stakeholders included in the formulated outcomes (based on a review of the stakeholder analyses). We also expect that gradually more stakeholders will come into view as lobby targets, as happened with the *Chambre des Mines* in DRC. Through outcome harvesting we will collect evidence of changes achieved; this will also provide input for reorienting the ToCs. As the reflection sessions on progress proved challenging enough, we have not yet reviewed the assumptions for the ToCs with our partners; this will be done in 2017.

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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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