

PROGRAMME FRAMEWORK

2020-2030



NORWEGIAN CHURCH AID
actalliance

1. Introduction

The new Programme Framework for 2020-2030 is guided by NCA's global strategy, *Faith in Action*, and will contribute to the Sustainable Development Goals (SDGs) and the national strategies and plans in the countries NCA operates. The Programme Framework also responds to the priorities identified in the new ACT Alliance global strategy of 2019-2026. The results and lessons learned from previous strategic periods and key cooperation agreements have informed the creation of this framework. Everything NCA does is built on the Programme Framework, and the ten-year timeframe ensures organisational commitment and predictability for NCA's partners.

NCA delivers results through its holistic approach as a development, humanitarian and advocacy actor, includes preparedness and resilience in long-term development programmes and protracted crises, strengthens transition to early recovery in humanitarian responses, and addresses structural inhibitors to solutions. In line with the 2030 agenda, NCA will adopt the principle of 'leaving no one behind'.

In the new Programme Framework, NCA will promote and increase synergies between thematic areas, promoting co-localisation of activities in the same geographical area. Working with faith actors and strengthening civil society are emphasised as a global NCA approach and strategic priority, with global goals and indicators for improved results documentation and informed decision-making. How NCA partners, and with whom NCA coordinates and collaborates is detailed in NCA's Partnership Policy.

NCA continuously improves its operations and programmes through gender and conflict sensitive centred design, always in keeping with the principles of a rights-based approach to development. In humanitarian response, NCA always strives to adhere to the humanitarian principles. NCA is committed to the development and adoption of innovative solutions, entering new partnerships, and improving cost effectiveness, and will take advantage of new and emerging technologies to improve the scale and quality of programme delivery, as well as communication with stakeholders. NCA will also improve the impact and sustainability of its results by closer cooperation with the private sector, allowing a better transition to market-based mechanisms and earlier exit of traditional aid.

The Programme Framework consists of three classifications of interventions that NCA will undertake, most often together with partners, with different structures that are detailed in separate guidance notes: Global programmes, strategic initiatives, and contextual projects. This structure will allow NCA to ensure impact at scale, respond to emerging issues, ensure flexibility and contextualisation in how Country Offices work, and respond to funding opportunities and constraints.

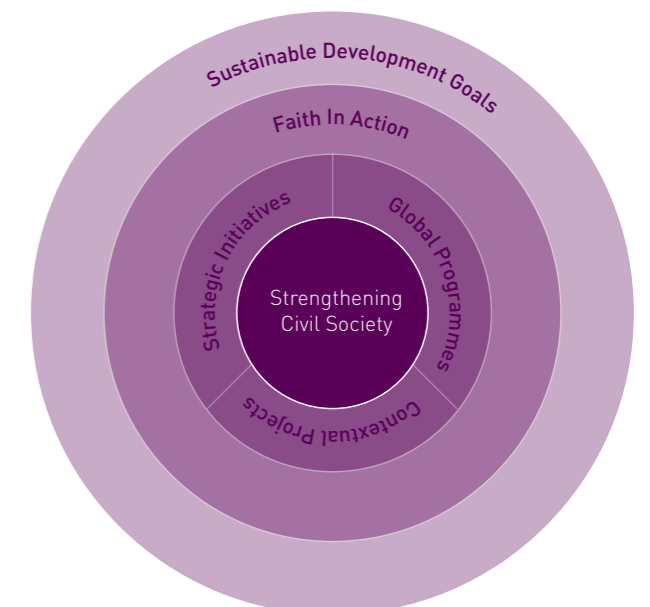
Global programmes are thematic areas where NCA has built considerable expertise over the years and which can be strengthened and expanded to reach more people and create more impact. These programmes have clear possibilities for linking emergency preparedness and response, long-term development and advocacy efforts. Global programmes are at the centre of NCA's efforts towards a more just world.

Strategic initiatives are areas where NCA wishes to grow and develop specific methodologies in order to adapt to changes and deliver new results. As such it is a flexible category that allows NCA to respond to emerging issues and introduce new working methods over a shorter period of time.

Contextual projects are projects that are relevant at Country Office level that are not prioritised in NCA's global programme or strategic initiative category, but are important in order to respond to contextual needs arising locally.

NCA's Sustainability Standards

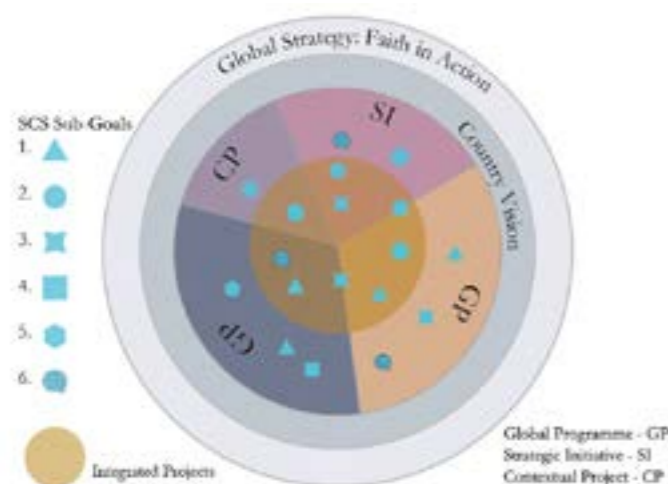
As certified towards the Core Humanitarian Standard on Quality and Accountability (CHS), NCA commits to implementing the CHS commitments and other sustainability standards in all aspects of its work. For NCA, Sustainability Standards refer to the rights-based approach, gender sensitivity, conflict sensitivity, anti-corruption, environmental impact and accountability. Non-discrimination and inclusion of all marginalised populations is at the core of these standards. To facilitate adherence, harmonisation and mainstreaming of the Sustainability Standards, all NCA supported interventions must report on each of the above-mentioned areas. Guidance on using the Sustainability Standards in programming is detailed in NCA's Operations Manual.



2. NCA's Cross-Cutting Goals for Strengthening Civil Society



All of NCA's work aims to strengthen civil society actors and/or space through a rights-based approach. NCA's cross-cutting goals for strengthening civil society are designed to capture and give direction to its diverse partnership approach. These goals do not constitute a separate programme but are integrated in all of NCA's programming, tailored to the purpose and context of each intervention.



The results related to these goals will be tracked when reporting on all global programmes, strategic initiatives and contextual projects, but also as stand-alone civil society goals, at the national and global level.

Together with its partners, NCA empowers rights holders to participate in the transformation of their communities in solidarity with others, upholding human dignity and human rights. Strong civil society actors and an enabling environment for civil society are prerequisites for the development of participatory democracy, accountable governance and social justice. Contributing to strong and independent civil society is therefore a goal in itself for NCA.

NCA understands civil society as "the arena outside of the family, the state and the market, which is created by individual and collective actions, organisations and institutions to advance shared values and interests".⁵⁵ Freedom of association, freedom of expression and freedom of assembly (including religious or belief-based association) are international standards for what constitutes an enabling environment for civil society. These freedoms are increasingly under pressure globally, and the space for civil society actors to act freely and independently ranges

from narrowed, obstructed, and repressed to closed, in all countries where NCA has a presence.⁵⁵

NCA adapts its strategies for strengthening civil society to the local context, in line with the needs and realities identified through comprehensive context analyses, humanitarian response strategies and country programmes' Theory of Change. Many of the contexts that NCA works in are patriarchal, and thus enabling civil society to play a greater role in advancing gender equality is an important goal for NCA. This includes ensuring the active participation of all marginalised groups, irrespective of their faith, ethnicity, sexual orientation or gender identity. New strategies to support active citizenship must be developed where civic space is being restricted, always keeping in mind the safety of NCA's civil society partners and allies.

Guided by its Partnership Policy, NCA supports and challenges faith-based actors to play a critical but constructive role in the broader civil society space – bridging faith concepts of human dignity and international standards for upholding human rights. It is of particular importance for NCA to empower women and youth as critical thinkers, active citizens and leaders so that they can influence decision-makers and contribute to society in their own way. NCA enhances its partners' ability to accompany, empower, organise and mobilise rights holders, in particular marginalised groups and populations. NCA strategically links new knowledge and expertise to its faith and value-based partners' constituencies to mutually widen outreach and ensure quality and impact. Through knowledge sharing and rooted advocacy NCA connects people and realities from its programme countries with the Norwegian public and decision-makers.

NCA is committed to and supports the localisation agenda in humanitarian response and is a signatory to the Charter4Change.⁵⁵ Cooperating with and strengthening local actors' capacities for humanitarian response increases the resilience of these actors and civil society as a whole, and bridges the gap in the humanitarian-development nexus. NCA is well positioned to link humanitarian action with development and peace work in order to reduce the needs, risks and vulnerabilities of people. NCA strengthens these linkages by doing joint analysis and planning in each context, especially in protracted and chronic crises, thereby identifying the common problems that all three methods can address. NCA remains dedicated to the humanitarian

principles and is careful not to jeopardize humanitarian space.

Global Goal:

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

Sub-goal 1: Rights holders are mobilised for collective action on common interests

In order to exercise freedom of association and enhance human dignity, NCA supports the empowerment and organisation of rights holders in community committees (for WASH, peace, women, environmental protection, climate resilience, income generation, youth etc.) and other groups, networks etc. that work together for common interests defined by the rights holders themselves.

Sub-goal 2: Duty bearers are held accountable by civil society actors

Building on the right to freedom of expression and assembly, NCA supports civil society actors in giving voice and agency to rights holders that are deprived of the free exercise of their human rights. This may include engaging in dialogue with duty bearers, legal actions, peaceful demonstrations, campaigns, budget monitoring and other non-violent means to influence policies, laws, norms and practices that are harmful for people and the environment. NCA will also address root causes of poverty and injustice with duty bearers in Norway and on the regional and global level, when possible, together with the ACT Alliance. NCA supports faith actors in using their moral capital and wide outreach to contribute to improve the conditions for participatory democracy, accountable governance and social justice. This is of particular importance in contexts where civic space is being restricted and civil society actors are under pressure.

Sub-goal 3: Underrepresented groups are empowered to participate in decision-making

As a way of stimulating participatory governance at all levels, NCA supports targeted empowerment and active inclusion in decision-making bodies of the groups and populations defined as marginalised in a given context. These may be indigenous peoples, people with disabilities, ethnic minorities, LGBTQ+ or others. NCA will promote women and youth's full participation in, and equal opportunities for leadership at all levels of decision making in political, economic, religious and public life.

Sub-goal 4: Multi-actor platforms are built to work together for social change

NCA can play the role as convener or facilitator when there is a need for actors within and outside of civil society to come together across ideological, generational, faith related or other dividing factors, to find common ground and work for transformative change for their constituencies. NCA is particularly well placed to link its faith-based partners with specialised NGOs and research institutions, to complement their ability to reach and mobilise all segments of society, strengthening their competence and networks. NCA plays an active role in national ACT forums to enhance their coordination and relevance.

Sub-goal 5: Local actors and national NGOs increase their participation in humanitarian response

Working with and through local organisations and institutions enhances ownership, legitimacy and the sustainability of NCA's humanitarian interventions. Where relevant, NCA will enhance or strengthen the capacity of its long-term development partners for quality emergency preparedness and response. NCA will continue to work to ensure representation from civil society in relevant humanitarian coordination platforms, both nationally and globally.

Sub-goal 6: Institutional capacities of partners are strengthened

NCA has a systematic capacity development approach towards its core partners, in order to build strong and accountable civil society actors. Through jointly designed capacity development plans, and in coordination with other ACT agencies, NCA contributes to strengthening organisations' capacities according to the gaps identified through the NCA Partnership Assessment Tool. NCA's particular niche is in strengthening faith-based organisations to be strong civil society actors.

⁵⁵ <https://civicus.org/>
⁵⁵ <https://monitor.civicus.org/>
⁵⁵ <https://charter4change.org/>

3. Global Programmes

3.1 Gender-Based Violence



Violence against women and girls is one of the most widespread, persistent and devastating human rights violations in the world today. It knows no social, economic or national boundaries, and increases drastically during conflict and other humanitarian crisis. This programme will work on prevention and response to gender-based violence (GBV), and linking sexual and reproductive health and rights (SRHR) to GBV.

It is estimated that 35% of all women worldwide will experience physical or sexual abuse in her lifetime.^{ss} 1 out of 3 girls aged 15 to 19 have been subjected to female genital mutilation/cutting (FGMC) in 2018, with prevalence rates ranging much higher in some countries NCA works in.^{ss} 1 in 5 girls, or 23 girls every minute, are married before they turn 18, and fragile states have the highest rates of child marriages due to increased insecurity, poverty and weakened social networks.^{ss} Violence is “a manifestation of historically unequal power relations between men and women, which have led to the domination over and discrimination against women by men and to the prevention of the full advancement of women”.^{ss} All forms of gender-based violence undermine the health, dignity, security and autonomy of its victims, yet it remains shrouded in a culture of silence.^{ss} Victims of violence can suffer sexual and reproductive health consequences, including forced and unwanted pregnancies, unsafe abortions, traumatic fistula, sexually transmitted infections including HIV, and even death. Societal constructs of masculinity and victimhood, alongside homophobia, foster a culture of silence among male survivors with many choosing to not report out of fear of being publicly identified as a survivor of sexual violence or for fear of being considered homosexual, and as such little global statistics exists on male survivors of sexual violence.^{ss}

Gender discrimination is not only a cause of many forms of violence against women and girls but also contributes

to the widespread acceptance and invisibility of such violence – so that perpetrators are not held accountable and survivors are discouraged from speaking out and accessing support.^{ss} Engaging men and boys to transform patriarchal gender roles and adopt positive masculinities is critical for promoting gender equality and preventing violence against women and girls. Studies show that half of male perpetrators feel justified in committing sexual assaults and in putting the responsibility on women.^{ss}

Many of the 1.8 billion youth (10-24 years old) across the world are unable to realise their full potential or to participate fully in society. For girls, the barriers to participation are even higher, with 11% of all births worldwide to girls aged 15 to 19 years old.^{ss} The human rights of women include their right to have control over and decide freely and responsibly on matters related to their sexuality, including sexual and reproductive health, free of coercion, discrimination and violence. Equal relationships between women and men in matters of sexual relations and reproduction, including full respect for the integrity of the person, require mutual respect, consent and shared responsibility for sexual behaviour and its consequences.

NCA will work with faith actors, women’s groups, youth groups, local and international civil society actors, the ACT Alliance, authorities, and communities at large to promote and protect these rights, in particular, women and girls’ rights. When women and girls’ rights are promoted and protected, women and girls live lives free of violence, can make decisions over own bodies, are able to access education, health care, attain the highest possible psychosocial wellbeing, and realise their sexual and reproductive rights.

NCA has a collaborative advantage in engaging faith-based organisations and religious leaders – women and men – in efforts to reduce GBV given their legitimacy, moral authority and outreach. NCA will challenge faith-based partners and religious leaders to act against GBV, both within their own faith communities, in local communities and through advocacy towards duty bearers.

ss WHO estimate: Sexual and physical violence, by intimate partner or non-partner (unknown), this number does not include sexual harassment.

ss Somalia: 98%, Mali 89%, Ethiopia 74% according to https://www.unicef.org/media/files/FGMC_2016_brochure_final_UNICEF_SPREAD.pdf

ss <https://www.girlsnotbrides.org/>

ss The United Nations Declaration on the Elimination of Violence against Women (DEVAW, 1993).

ss IASC GBV Guidelines definition of GBV: *GBV is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (i.e. gender) differences.*

ss Country specific studies for conflict-related sexual violence exist, for example among male combatants in Liberia in 2008 32% reporting sexual violence, and 23% of men in conflict-affected areas in DRC in 2010.

ss IASC GBV Guidelines: https://gbvguidelines.org/wp/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines_lo-res.pdf

ss Wegner, R., Abbey, A., Jennifer, P., Pregram, S. E., Woerner, J. 'Relationships to Rape Supportive Attitudes, Incident Characteristics, and Future Perpetration' Violence against Women, 2015, volume 21 no.8

ss World Health Organization. WHO guidelines on preventing early pregnancy and poor reproductive outcomes among adolescents in developing countries. Geneva: World Health Organization, 2011.

In line with NCA's commitments made at the World Humanitarian Summit, NCA's GBV Programme will make a shift towards a stronger combination between development, humanitarian and advocacy work through collective outcomes. The humanitarian work stream will focus on saving lives and responding to crisis, the development work stream will focus on building sustainable community mechanisms and supportive structures for positive change, and NCA will advocate for policy change at community, national, regional and global levels.

The GBV Programme intends to work with youth to create change among youth and create a space where youth can grow and be empowered to make their own decisions over their own lives. Faith actors are often the gatekeepers to social and moral norms, and the GBV Programme will work with faith actors to create change within congregations and communities at large. The GBV Programme will further seek collaboration and support from the private sector, both regarding financial support but also as partners for change, and to develop collaborative advantages between partners and communities. Furthermore, NCA will engage in private sector partnerships regarding innovation and for capacity strengthening using state-of-art technology and models for practice. The GBV Programme will furthermore engage local and national government, UN agencies and academic partners to develop an evidence-base for NCA's interventions.

Global Goal: Women and girls live empowered lives free from gender-based violence

Sub-goal 1: Dominant norms transformed to protect girls and women from violence and harmful practices

Addressing harmful norms requires us to address unequal power relations, harmful masculinities, legal, social, moral, and religious norms. Female Genital Mutilation/Cutting, and Child, Early and Forced Marriage are two of the main harmful practices which NCA will focus on. NCA will promote working with faith actors, religious leaders, community leaders, and the community at large to change norms, including supporting religious leaders to re-frame religious narratives which harm and hold girls and women back from realising their human rights.^{ss}

NCA will address laws, policies and international conventions that protect women and girls from all forms of GBV and promote gender equality (legal norms), group rules that promote healthy, non-violent relationships and ways of being a man (social norms), the belief that GBV is morally wrong (moral norms) and re-framing religious norms through structured dialogues, community conversations and evidence-based research. Changing norms must include a critical mass of people across all levels of society, from religious leaders, community leaders, teachers, police,

ss NCA Global Strategy "Faith in Action"

ss In accordance with the GBV Core Principles and survivor-centred approach. At risk women and girls will also be included.

ss UN Women. <http://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures>

women, men, boys and girls, to maintain a norm change. The ultimate goal of norm change is to create a healthier and safer community for women and girls, and safer relationships between men and women, starting from the relationship between girls and boys.

While norm change programming is a long-term process, mainly focused around development initiatives, harmful norms increase during conflict and displacement. NCA will engage in norm change programming in humanitarian settings, development contexts and through advocacy.

Sub-goal 2: Women and girls at risk of violence and survivors access life-saving and specialised GBV services.

NCA uses a multi-sectoral approach for GBV services, focusing on psychosocial support, clinical management of rape, case management, legal assistance and protection. All services adhere to confidentiality, safety, non-discrimination and respect for GBV survivors, and those at risk of violence.^{ss} Women and Girls Safe Spaces provide a critical space where women and girls can be free from harm and harassment, and create opportunities for women and girls to exercise their rights and promote their own safety and decision-making, and provide a critical space where women and girls can access services and reduce isolation, in addition to enhancing integration into community life. Where possible, this programme will collaborate with NCA's Peacebuilding Programme to provide response service support to survivors of sexual violence in conflict, including men and boys.

In development contexts NCA will support and strengthen existing structures for improved service delivery, in humanitarian settings NCA may initiate structures for service delivery and in all settings advocate for women, girls, men and boys' access to impartial and professional services. The GBV Programme will actively engage the hygiene promotion component of the Climate Resilient Water, Sanitation and Hygiene Programme on common outreach strategies, combining hygiene and awareness raising on GBV.

Sub-goal 3: Empowered women and adolescent girls lead, build self-esteem and realise their rights

Empowerment means that women and girls take control over their lives: set their own agendas, gain skills, solve problems, claim rights, and develop self-reliance.^{ss} Women and girls must understand and 'own' their rights and be able to support their own life aspirations. This sub-goal will support the promotion of women and girls' full participation in and equal opportunities for leadership at all levels of decision making in political, economic, religious and public life.

To be empowered women and girls must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and

employment), but they must also have the agency to use these rights, capabilities, resources and opportunities to make strategic choices and decisions (such as is provided through leadership opportunities and participation in political institutions). NCA will focus on engaging the most vulnerable girls, assess risks for each girl, including finding mitigation measures, involve girls in designing interventions with them, strengthen girls' voices and empower girls to guide their own lives.

NCA will engage young men and boys as agents of change, to adopt roles (for example as supportive husbands, fathers-to-be, brothers) that are supportive of women and girls, working with them to understand girls' rights, their own role, and alternative non-violent and supportive pathways. Empowerment projects will be operationalised in development and humanitarian contexts, advocate for women and girls' leadership and will collaborate with the Climate Smart Economic Empowerment Strategic Initiative where feasible.

Sub-Goal 4: Maternal mortality is reduced among women and adolescent girls

Expanding access to quality health care is key for reducing maternal mortality rates for women and adolescent girls. NCA will focus on developing capacity among existing health personnel through training midwives and traditional birth attendants in safer births with education packages and other appropriate modules to address the significant gap between the education of nurses/midwives and practical skills needs.

Addressing maternal mortality is important in development contexts, focusing on strengthening services, while in humanitarian contexts NCA will promote the Minimum Initial Service Package on preventing excess maternal and new-born morbidity and mortality.⁵⁵ NCA and its partners will advocate for comprehensive sexual and reproductive health and rights (SRHR) services in all contexts.

Sub-Goal 5: Women and adolescents access comprehensive sexuality education and modern family planning

To secure adolescents' right to survive, grow and develop, NCA will promote universal access to SRHR, focusing on high quality, age appropriate SRHR services. NCA will secure access to antenatal care for girls and women who become pregnant and reduce pregnant girls' school dropout through targeted school and community programmes. NCA will advocate for every woman and girl's access to comprehensive sexual and reproductive health rights, and for integration of SRHR in national strategies. In humanitarian settings NCA will prevent unintended pregnancies through provision and promotion of universal access to contraceptives and advocate for the full implementation of the Minimum Initial Service Package.⁵⁵

⁵⁵ MISP is divided into 8 focus areas: 1) coordination; 2) sexual violence; 3) HIV & STIs; 4) morbidity and mortality; 5) unintended pregnancies; 6) SRH services in primary health care; 7) supplies; and 8) other SRH priorities.

⁵⁶ Ibid

3.2 Climate Resilient Water, Sanitation and Hygiene



Safe drinking water, basic toilets, good hygiene and a clean living environment are essential not only for survival but also to living a life with dignity. NCA aims to contribute to equitable and sustainable management of all resources related to safe drinking water, sanitation and hygiene (WASH). This is essential to realising several global development goals, as well as addressing the human right to water and sanitation.

The fundamental link between health outcomes, especially related to diarrhoea, and a clean living environment, good hygiene practices and safe drinking water is well established,⁵⁵ with WASH-related diseases among the major causes of death in children under five.⁵⁵ More recently, there's a growing body of evidence linking improved access to and use of WASH services⁵⁵ to nutrition outcomes (especially stunting), to education outcomes (especially to girls' attendance rates) and to protection outcomes (especially to GBV).⁵⁵

Equally, the impacts of climate change on WASH outcomes are well documented.⁵⁵ In 2017, more than 2 billion people were at risk of reduced access to freshwater resources.⁵⁵ It is estimated that by 2050, at least one in four people is likely to live in a country affected by chronic or recurring shortages of fresh water.⁵⁵ Drought, in specific, afflicts some of the world's poorest countries, worsening hunger and malnutrition. Floods, both localised and large-scale, have an adverse impact on dug wells, pit or vault toilets and on disposal facilities, as well as on supply chains (roads, bridges, etc.) for markets. Social cohesion can be hard hit by unexpected shocks to community coping strategies. Water scarcity, poor water quality and inadequate sanitation also negatively impact food security, livelihood choices and educational opportunities for poor families. By managing water resources sustainably, especially through a stronger civil society, communities are also able to better manage food production and energy, and contribute to living with dignity and economic growth. Climate resilience is an integral part of NCA's work, and NCA will work with communities to develop WASH systems that are informed by climate risk

assessments so they will be more resilient and more likely to withstand shocks and stresses in a changing climate. Ensuring sustainable services is at the heart of NCA's work, addressing both the natural resource that underlies the services but also the impact service delivery has on natural resources. Especially in protracted crises, NCA will approach WASH needs with a mindset that includes climate resilience.

Recent evidence also shows a link between poor or distant access to safe drinking water and women and girls' psychosocial stress and accompanying harmful coping strategies, as well as an inordinate time pressure mostly for women and girls.⁵⁵ NCA's work is underlain by a principle of people-centred programming, and especially addresses the role of women and girls in WASH, both the risks associated with access to services (especially but not only sanitation) and the gender norms associated with management and access to services (especially but not only the collection of water).

Across the countries where NCA works, women and adolescent girls suffer a range of challenges, large and small, in managing menstruation, including stigmatization and degrading or harmful social norms, lack of privacy, lack of knowledge, lack of appropriate materials.⁵⁵ Additionally, incontinence in humanitarian settings is an under-acknowledged problem cutting across all age and sex groups.⁵⁵ As a faith-based actor, NCA strives to build on the advocacy influence of its partners, and to use its significant outreach with people to challenge social norms. Additionally, as a member of the ACT Alliance, NCA will use its influence to bring these principles and ways of working to other ACT partners.

NCA's work is underpinned by a commitment to leaving no-one behind, which requires shifting the focus of all actors in the sector, especially governments and the private sector, to those not yet reached, those left behind by the already significant investment in WASH service delivery.⁵⁵ NCA will strengthen local capacity to challenge duty bearers on ensuring equitable access to services and will support the development of capacity of authorities or strategies at the local level to increase ownership and sustainability. Those with no or only limited access to WASH services have little opportunity to influence decisions being made by

⁵⁵ See for example, WHO *Preventing diarrhoea through better water, sanitation and hygiene: exposures and impacts in low- and middle-income countries* (2014).

⁵⁶ See <https://data.unicef.org/topic/child-survival/under-five-mortality/>.

⁵⁷ The SDGs shift the discussion in WASH from simply "accessing facilities" to ensuring "sustained services". The concept of services is broad and includes self-supply (ie. householder funded and often constructed), hygiene materials and markets as well as provider-supplied services.

⁵⁸ Mills, J.E. and Cumming, O. *The Impact of WASH and Key Health & Social Outcomes – Review of Evidence* (2016).

⁵⁹ See for example, UNICEF *The Ripple Effect: Climate change and children's access to water and sanitation* (2016). See also the CR WASH Programme Guidance.

⁶⁰ See <https://www.un.org/sustainabledevelopment/water-and-sanitation/>.

⁶¹ Ibid.

⁶² Mills, J.E. and Cumming, O. *The Impact of WASH and Key Health & Social Outcomes – Review of Evidence* (2016); WHO/UNICEF *Safely Managed Drinking Water – Thematic report on drinking water* (2017).

⁶³ House, S., Mahon, T and Cavill, S. *Menstrual Hygiene Matters* (2012); The Lancet Child & Adolescent Health, Editorial Volume 2, Issue 6, p.379, JUNE 01, 2018.

⁶⁴ Hafskjold, B. et al *Taking Stock: Incompetent at incontinence – why are we ignoring the needs of incontinence sufferers?* (2016).

⁶⁵ See for example, UN Water / WHO, *Global Analysis and Assessment of Sanitation and Drinking Water 2017 report* (2017).

duty holders on when and how they can gain access. Other evidence shows that poorer households tend to spend a greater percentage of their budgets on WASH services than wealthier households, and often spend a greater absolute number. Additionally, the service they are buying is often of a poorer quality.^{ss} Access to WASH services is also highly dependent on whether a household is rural or urban, especially those living in peri-urban informal settlements, with little land tenure and in very crowded conditions. In many countries there are stark inequalities between different regions, and those living in fragile situations are twice as likely to lack basic sanitation and four times as likely to lack basic drinking water services as those living in non-fragile environments.^{ss} Water scarcity is often the result of political processes and institutions that disadvantage the poor and marginalised. NCA's rootedness in all levels of society as a faith-based actor gives NCA the possibility to engage with all parts of governance mechanisms, addressing the root causes of lack of access to safe water and sanitation services.

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

Sub-goal 1: People participate in and influence decision making about all WASH services that affect them, including how water resources are sustainably managed

Most households, despite the investments they make, have limited opportunities to influence the manner in which governments or the private sector invests in WASH services, which have a direct impact on the wellbeing of the household. NCA's strong added value is in mobilising people to influence decisions that have a direct bearing on their lives, through both localised civil society and direct advocacy to duty bearers. NCA will ensure that communities have adequate information about their rights and about potential threats. NCA will also continue to advocate on behalf of communities for equitable resource sharing. NCA will continue to strengthen local capacity (such as WASH committees and associations) to challenge duty bearers. NCA will facilitate building networks and associations of CSOs (for example water associations).

This links strongly to the Climate Smart Economic Empowerment Strategic Initiative, as well as how NCA works with civil society. In addition, there are possibilities to work together with the Peacebuilding Programme where conflicts around access to water resources arise. Advocating for nexus funding and political change at the national level ensures humanitarian services are at least linked to durable long-term solutions.

Sub-goal 2: People prepare and respond to climate-related hazards and natural disasters affecting WASH services
NCA will continue to strengthen local capacity (such as WASH

committees) to challenge duty bearers, build local knowledge and understanding of the impact of resource use, and support the development of integrated water management plans at local level. NCA will use a modified water safety planning approach to ensure WASH infrastructure can withstand or bounce back from shocks. NCA will strengthen local capacity to identify risks and strategies to mitigate or ameliorate those risks. This complements the Faith-based Climate Action Strategic Initiative which contributes to community-level climate resilience.

Sub-goal 3: People practice good hygiene measures to protect against key public and personal health risks

Sustained behaviour change is more than having knowledge of a practice, and more than having access to materials to undertake that practice. NCA will use its rootedness in local communities with local partners to change social norms around hygiene, especially related to menstrual hygiene management and incontinence, which complements NCA's GBV programming. NCA will use market-based approaches to access hygiene materials, as well as approaches that instil lifelong behaviours, not just short-term behaviour change.

Sub-goal 4: People access sustainable, adequate and equitable basic sanitation services

NCA will continue to play a strong role in both community mobilisation, and in ensuring district, regional and national sanitation and other development plans address the needs of the most vulnerable. NCA will continue to use proven community-centred approaches to sanitation, to move people up the sanitation ladder towards safely managed sanitation. Increasingly, NCA will work with communities on overall environmental sanitation to ensure health and well-being impacts. NCA will seek out and use new approaches to sustained sanitation (small-scale social enterprise, value from waste models, etc.).

Sub-goal 5: People access sustainable, safe and affordable basic drinking water supply services

NCA's strong added value in water supply is in ensuring equitable access across a community, targeting the most vulnerable in particular and leaving no-one behind. NCA will ensure people access and use safe drinking water through different mechanisms, including using Public Private Partnerships and encouraging community ownership in water supply systems. Linked to sub-goals 1 and 2, NCA will work with communities to develop sustained water services through risk-informed processes. NCA will seek out and use new and more sustainable ways to deliver water services (such as using solar pumps rather than fossil fuel pumps).

Alongside the Climate Smart Economic Empowerment Strategic Initiative, increasingly NCA will work with communities on multiple-use water systems.

3.3 Peacebuilding



Violent conflict is surging after decades of relative decline, and it is estimated that by 2030 over half of the world's poor will be living in countries affected by high levels of violence.^{ss} Drawing on experiences from the previous strategic period, trends and documented good practice in the peacebuilding field and NCA's global strategy, the programme aims to contribute to participatory processes to build inclusive, cohesive and peaceful societies.

Violent conflicts are increasingly complex, often driven by ideological motives combined with identity issues, struggles over natural resources and opportunities for economic and political gains. Furthermore, the landscape of destructive conflict is not confined to national borders: actors, factors and consequences have regional and global ramifications.

Peacebuilding includes a broad range of measures implemented in the context of emerging, current or post-conflict situations and which are explicitly guided and motivated by a primary commitment to the prevention of violent conflict and the promotion of a lasting and sustainable peace.^{ss}

Peacebuilding enhances sustainability and reduces risk to other programmatic interventions, and interventions in other areas might address some root causes of conflict outside the reach of the Peacebuilding Programme and open the door to working on intergroup relations. NCA will particularly explore relevant synergies between the Peacebuilding Programme and the Climate Smart Economic Empowerment Strategic Initiative to address root causes of conflict related to livelihood challenges. Because of its multifaceted mandate, peacebuilding trajectory over the years and experience from working with religious actors and faith-based groups, NCA is in a privileged position to access untapped positive programmatic synergies, also in humanitarian crises.

Peacebuilding facilitates comprehensive humanitarian responses and nexus programming by, for example, strengthening social interaction and trust among groups and enhancing non-violent local conflict management. Furthermore, it provides a set of complementary analytical tools to better understand and respond to conflict dynamics.

When violent conflict erupts, NCA can advocate for a stronger protection environment and towards a peaceful resolution and sustainable peace. It can also advocate towards religious actors and stakeholders to transform norms and for the elimination of the root causes and drivers of conflict.

Building on the trust and legitimacy that religious actors enjoy, they can serve as channels between groups in society. While some represent a spoiler for peace, respected religious actors can also act together to contribute to peace processes, peaceful coexistence and fight extremism, encourage community dialogue and diffuse tensions when there arise, and strengthen formal and informal networks for peace. These actors can contribute to overall efforts for building peace and cohesion amidst conflict-affected crisis.

The women and youth peace and security agendas are central to NCA's peace work, not least by accompanying female religious actors and youth of faith. The Peacebuilding Programme recognises the multiple identity marks (class, gender, age, ethnicity, faith, etc.) individuals carry with them and come together to form their identity, and embraces an intersectionality approach to explore and act upon sources of conflict and exclusion.

Interventions under this programme are guided by gender, age and diversity-sensitive conflict analyses that take in existing capacities for peace and resilience. Interventions may also consider climate change as a source or intensifier of conflict, which ensures a synergy with NCA's strategic initiative on Faith-based Climate Action. Furthermore, peacebuilding activities are informed by thorough risk assessments and mapping of peacebuilding actors for collective impact and risk mitigation. Adaptation grounded on evidence is key and approaches and interventions will be revisited periodically relying on insights from quality research, evaluations and conflict analyses. Similarly, quality interventions require NCA to consider how it can best use digital technologies in all spheres of peacebuilding work. In implementing the programme, NCA will apply core methodologies around certain issues (conflict sensitivity, preventing and countering violent extremism, religious actors in mediation, local peace structures, etc.) This should not be a one-size-fit-all methodology, but a flexible approach highlighting key evidence-based dimensions to consider in programming and common risks.

Global Goal: Societies are more inclusive, cohesive and peaceful

Sub-goal 1: Promoting social cohesion and countering violence

Prejudice, dehumanisation and other negative attitudes and behaviours can be countered by combined action on three spheres: promoting alternative, positive narratives anchored in belief systems, cultural values, and social norms; generating spaces for direct positive interaction, and; taking action for appropriate regulatory frameworks. Changing the narrative of how religion is seen in relation to violence and extremism is a crucial element. Countering radicalization is not only about countering the narratives but bringing alternative narratives that give people a more

^{ss} World Bank *Reducing Inequalities in Water Supply, Sanitation, and Hygiene in the Era of the Sustainable Development Goals* (2017).

^{ss} WHO/UNICEF *Progress on Drinking Water, Sanitation and Hygiene: 2017 Update and SDG Baselines* (2017).

^{ss} United Nations; World Bank. 2018. *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*. Washington, DC: World Bank.

^{ss} OECD. 2005. *Peace-building Overview*. DAC Issue Brief.

constructive understanding of the religious texts and traditions at play.

In promoting social cohesion and countering violent extremism, NCA can combine peacebuilding components with other global programmes and strategic initiatives – by, for example, addressing unequal access to resources and services and livelihood issues or following a holistic approach to multiple and inter-related forms of violence and harmful social norms and trauma healing. Similarly, NCA can mainstream social cohesion into humanitarian responses by creating spaces for interaction in line with humanitarian principles and in an ethno-religious and conflict-sensitive manner, either as part of GBV and WASH in emergencies interventions or as stand-alone activities.

Under this goal, the interventions will address all the following dimensions: life skills of individuals (for example stress management, non-violent communication, conflict and problem-solving), capacities of individuals and groups to promote social cohesion, spaces for interaction, and alternative value-systems. Furthermore, it will advocate towards religious actors to influence norms and practices and for relevant legal reforms and implementation of existing laws and norms.

Sub-goal 2: Safe reintegration of women and girls associated with violent extremism into society

The safe and effective reintegration and rehabilitation of women and girls associated with violent extremist movements into communities will focus on providing psychosocial support, including trauma treatment, coping with challenging family relationships, community stigma, past abuse by security actors, and caring for children born from fighters. This sub-goal will build upon NCA's experiences in having Women and Girls Safe Spaces, tailored to the specific and different needs of women and girls associated with violent extremism, where de-radicalisation from the ideology is a key component in the rehabilitation process. Women and girls who are also survivors of sexual violence, and/or return with children will be given particular attention due to additional stigma from families and communities. In both domestic and international settings, return of women, girls, boys and men associated with violent extremist groups is frequently paired with heightened levels of fear, anger and mistrust from communities. It is thus crucial to engage with the communities that are suspicious of these women and girls. The sub-goal is a joint initiative between the Peacebuilding and GBV Programmes and links the service provision elements of the GBV Programme with the preventing and countering violent extremism elements of the Peacebuilding Programme.

Sub-goal 3: Peace structures prevent and transform conflict

Peace structures, such as peace committees, community peace groups, etc., play a critical role in conflict resolution, mediating interpersonal and inter-group conflicts over, inter alia, natural resources, gender relations and social norms. The Peacebuilding Programme will continue to work on strengthening formal and informal (customary, traditional) peace structures at all levels, making them inclusive and facilitating the creation of linkages among them (infrastructures for peace). In working with these structures NCA will consider interaction with other local structures (water committees, community development councils, women's groups, etc.) where they exist and the role that religion and religious actors play in them. Furthermore, NCA will follow programmatic standards and challenge norms that hinder inclusion or a right-based approach to development. As part of this sub-goal, the Peacebuilding Programme and the Climate Resilient WASH Programme will join forces where contextually relevant to prevent and transform localised water-related conflicts. Under this sub-goal, the programme will promote inclusion and good governance within these structures, increasing awareness of and respect for legal and normative frameworks; strengthen capacities on conflict mediation; create linkages between formal and informal structures at different levels; boost women and youth's meaningful participation in these structures, in line with the Women, Peace and Security and Youth, Peace and Security agendas.

Sub-goal 4: Peace processes are inclusive

Inclusive and just peace processes generate the conditions for sustaining peace and avoid relapsing into conflict. UN Security Council resolutions 1325, first, and 2250, later, paved the way for inclusion of women and youth in peace process, respectively. Where relevant, NCA will advocate for a negotiated solution to the conflict and actively work for the inclusion and meaningful participation of civil society actors in all phases of the process.

The Peacebuilding Programme will focus on promoting women and youth participation at all levels in all phases of the process; working with religious actors; empowering women and youth of faith as negotiators; challenging stereotypes and social norms that preclude meaningful participation and inclusion of women and youth from different groups and backgrounds, working closely with the GBV programme.

Sub-goal 5: Protect social action for peace

The space for social action to prevent conflict and sustain peace has been reduced and human rights defenders and peace activists face great risks. While actors like NCA must tackle the effects of this negative trend, there is also a need to address the root causes of conflict and take preventive action.

The sub-goal covers this by focusing on supporting human rights defenders and peace activists; developing strategies and approaches for navigating closed civic spaces in the legal, financial, public, and physical domains; advocating on drivers and root causes of conflict (for example access to arms, economic interests, extractive industries), tapping into existing processes and acknowledging the regional and global dimensions of many of those.

More often than not, navigating a shrinking space and protecting change actors is not compatible with public advocacy to expand that space or to expose conflict drivers and root causes. NCA is not expected to play all roles at once. Strategic alliances, trusted partnerships and a broad understanding of divisions of roles based on a risk and conflict analysis will be key in this regard.

4. Strategic Initiatives

4.1 Climate Smart Economic Empowerment



This strategic initiative will address three interlinked essential barriers to sustainable development: youth unemployment, climate change and an increasing world population.

According to a 2016 report by the World Economic Forum, nearly 500 million new jobs will need to be created by 2020 to provide employment to the youth projected to enter the workforce.^{ss} Combined with environmental degradation, such as degraded water sources, forests, land and soil, climate change poses huge challenges to stable and sustainable production, food security and income.

In parallel to high unemployment and climate change, the world will have to feed a future population of 10 billion people by 2050.^{ss} Food insecurity is a major issue in most of the countries NCA works in today. Climate change puts additional pressure on the food production and livelihood options of NCA's rights holders.

With this strategic initiative, NCA will contribute to empower people to lift themselves out of poverty. As NCA's rights holders are becoming active participants and decision makers in their own development, they will contribute to creating safer and more resilient communities.

The aim of this strategic initiative is to empower marginalised people economically and build their resilience. By increasing right holders' access to climate smart food production systems, jobs and other income opportunities, NCA will contribute to reducing unemployment and strengthening food security, while building people's resilience towards climate change and other shocks.

Smallholder food producers will be at the centre, as they constitute the majority of the developing world's poor.^{ss} Despite their size, smallholders provide up to 80% of the food supply in Asia and sub-Saharan Africa and are substantial contributors to the world's food security.^{ss} There is great potential for absorbing unemployed youth into food value chains. As NCA also works with refugees, IDPs and the urban poor, non-food producers may also be included in this strategic initiative if more relevant for the context.

NCA will work in close collaboration with local faith-based organisations and NGOs, local private sector stakeholders

in value chains (input suppliers, processors, buyers, etc.) as well as international companies that can, for example, contribute with technologies, innovation and knowledge. NCA will also work closely with academia and research institutions.

Poverty is multi-dimensional in nature, especially in fragile contexts facing natural disasters or armed conflicts resulting in human displacement, gender inequalities, governance and its absence, regional and social disparities and the lack of opportunities for women and youth. NCA acknowledges these complexities and will therefore take a holistic approach, while striving to do effective and cost-efficient interventions with maximum impact.

The initiative will contribute to pro-poor value chains, value addition of production, and to create job and entrepreneurship opportunities for marginalised people, particularly women and youth. This strategic initiative will promote climate smart production systems that boost incomes and diversify livelihoods while enhancing coping strategies to climate change and other negative impacts. It will put women and youth in the centre, contributing to the redistribution of resources and power between women and men. Emphasis will be put on commodities and services where women and youth can play an active role. When geography allows, in synergy with the Climate Resilient WASH Programme and the Faith-based Climate Action Strategic Initiative, NCA will strengthen local capacities to identify risks and strategies to mitigate those risks. This strategic initiative will also build synergies with the GBV Programme (economically empower women) and the Peacebuilding Programme (addressing root causes).

This strategic initiative will identify scalable models where NCA and its partners are able to initiate market-based solutions for local economic development. The following are criteria for country project designs: (i) Build synergies between the sub-goals and avoid isolated activities and efforts; (ii) Make interventions scalable by reaching many at reasonable cost; (iii) Ensure sustainability, environmentally and financially and aim to find models or market-based approaches with an NCA/partner exit; (iv) Minimise subsidies and handouts; (v) Apply climate smart minimum standards.

^{ss} <https://ifundi.co.za/linking-employment-skills-education-job-security/>

^{ss} <https://www.wri.org/blog/2018/12/how-sustainably-feed-10-billion-people-2050-21-charts>

^{ss} As an example; around 70% of the 1 billion poorest people in the world are farmers.

^{ss} http://www.fao.org/fileadmin/templates/nr/sustainability_pathways/docs/Factsheet_SMALLHOLDERS.pdf

Global Goal: Enable people to climb out of poverty and build communities' resilience

Sub-goal 1: Small-scale producers and service providers increase their income

Interventions will promote increased production and value addition of production/services, with a particular focus on women and youth. The NCA micro-investment concept will play an important role in achieving the sub-goal. Central elements will be access to affordable inputs such as equipment, water and natural resources, renewable energy etc.; and access to supporting services such as knowledge, climate smart production practices, technical or digital innovation, quality enhancement and finance (including through saving and loan groups). Activities should also include organising producer groups to achieve economies of scale, facilitating market access for products and services, and create/enter pro poor value chains. It may also include creating an enabling environment and removing barriers (for example at policy or regulative level, access to land and/or ensuring that women and youth have access to meaningful market participation or skills training). This will contribute to sub-goal 2 as increased income helps communities build resilience, and sub-goal 3 as it may absorb youth work force.

Sub-goal 2: Climate resilient production and service systems are in place

This will complement sub-goal 1, by reducing the impact of climate change and other shocks on production systems. Sub-goal 2 will include vulnerability mapping and risk mitigation, climate smart agricultural techniques and sustainable water management. It may also include sustainable land management with reforestation if this is necessary for the protection of the interventions. This will contribute to upholding production over time.

Sub-goal 3: Jobs and entrepreneurship opportunities are created for youth

As lack of relevant skills is a key factor to unemployment, this strategic initiative will include capacity strengthening of youth and women, including vocational education, and linking youth with job markets or entrepreneurship opportunities. Work will be done on barriers for women's participation in certain skills and jobs. This sub-goal will aim to contribute to sub-goal 1 and 2 by educating youth in skills, new technologies and innovations that can play a role alongside value chains and strengthen knowledge on climate resilient practices.

4.2 Faith-based Climate Action



Through this initiative NCA will support faith actors in developing climate change actions that address local needs and vulnerabilities in their communities and among their constituencies. It is NCA's ambition to link the actions of faith groups and faith leaders at the community level to national and international political processes and advocacy.

In 2018, the UN Intergovernmental Panel on Climate Change (IPCC) issued a report which found that, if greenhouse gas emissions continue at their present level, the atmosphere will warm by as much of an increase as 1,5 degrees by 2040.^{ss} Global warming will result in widespread droughts, flooding, plant and animal extinction, inundated coastlines and other challenges that will significantly exacerbate already difficult conditions and conflicts across the world. People that live in poverty are disproportionately impacted by extreme and unpredictable weather patterns, which means that those who have contributed the least to climate change are the ones that suffer the most from its effects. As women are over-represented in vulnerable population groups, climate change also has an obvious gender dimension.

Environmental degradation and the effects of climate change are already being felt in many vulnerable communities. Climate change has implications across sectors: it affects migration patterns, livelihood strategies, health, infrastructure and people's access to services. Through this strategic initiative NCA will support faith actors in developing climate change actions that address local needs and vulnerabilities in their communities and among their constituencies. As climate change impacts communities in a range of different ways, the concrete intervention strategies will vary in emphasis and scope. This strategic initiative therefore has several linkages and synergies with other areas of priority for NCA, such as the global programmes on Climate Resilient WASH and Peacebuilding, and the strategic initiative on Climate Smart Economic Empowerment.

The imperative to care for creation is strong across all faiths and worldviews. Climate change is a threat to lives, livelihoods and the entire creation. It exacerbates poverty and inequality and undermines the ability of communities, particularly in developing countries, to enjoy a life with dignity. NCA has a role to play in enabling faith actors to respond meaningfully to this common danger the world faces, and to link faith actors to other key stakeholders to work together for stronger impact.

The Faith-based Climate Action Strategic Initiative will strengthen NCA's role as a facilitator of faith-based organisations and movements mobilising for climate change action. NCA will engage in inter-faith, ecumenical and

^{ss} <https://www.ipcc.ch/sr15/>

faith-inspired climate change initiatives and partnerships, building on the moral and ethical capital of faith actors in their local communities.

This initiative is a continuation of NCA's work with inter-faith climate change mobilisation in Norway, Vietnam and Tanzania, as well as the newly developed Church Forest Initiative in Ethiopia. It will seek to replicate these methodologies and tools in new contexts and with other faiths and worldviews. It also builds on the existing cooperation in the ACT Alliance on international advocacy, and the experience from the "We have faith – ACT now for climate justice" campaign in the run up to the Paris Climate Talks. This initiative will draw on lessons learned from and seek synergies with NCA's work with faith actors' efforts to mobilise regional and international networks for mining advocacy.

Global Goal: Faith actors take action on climate change

Sub-goal 1: Faith actors enable their communities to respond to climate change

NCA will develop plans and strategies together with its faith-based partners to strengthen their ability to organise community groups, address local vulnerabilities and build initiatives for climate resilience. Faith actors are moral authorities and social mobilisers in their communities, and they can have a strong influence on attitudes and action towards climate change. Together with its partners NCA will identify and support local solutions and actions.

NCA will address different types of needs and risk, such as sustainable access to basic resources like water, fuelwood and productive land. NCA's 'Church Forest Methodology' is a key source of direction and a methodology that can be adapted to suit other faith groups and contexts. Faith-based Community-based Disaster Risk Management (CBDRM) is a natural part of this sub-goal, with strong synergies to sub-goal 2 in the Climate Resilient WASH Programme. Where possible, NCA seeks private sector collaboration in order to reach this sub-goal and seek synergies with the strategic initiative on Climate Smart Economic Empowerment.

Sub-goal 2: Faith actors and communities advocate for climate action

To provide further strength and impact to the initiatives under sub-goal 1, wider advocacy for climate change policy is important. NCA will support its faith-based partners in the development of spiritual and theological frameworks or platforms for climate change action and climate justice, building on NCA's cooperation within the ACT Alliance and other global networks.

NCA will strengthen faith actors' capacity to engage with national governments and the private sector to ensure that they can positively impact national plans, policies and strategies. NCA will seek to strengthen faith-based climate networks and platforms to raise awareness about climate change at all levels. Finally, NCA will support faith actors' involvement in international advocacy processes, with a strong emphasis on youth involvement, linking their work to wider national and international climate justice advocacy agendas.

The two sub-goals are inter-dependent and support each other, as the local actions of faith-based actors on a community level, and their leaders' involvement in political discussions about solutions to climate change depend on each other.

4.3 Fighting Inequality



The vision of the strategic initiative on Fighting Inequality is that people living in poverty experience better living conditions and social protection. The initiative aims to reduce economic inequality and will advocate for increased financing of the SDGs and for fair and equitable redistribution of public resources.

Inequalities have risen to an extremely high level globally, and are still rising. Though millions of people have escaped poverty in recent decades, one in nine people still go to bed hungry.⁵⁵ Inequality has a multitude of negative consequences: it excludes large populations from common goods and services that could secure their fundamental rights, development and welfare. The World Economic Forum Global Risks Report⁵⁶ continues to emphasise inequality as an important driver of the global risks landscape. The World Economic Forum identified rising income and wealth disparity as one of the most important trends that determine global development, and without reducing inequality, meeting SDG 1 to eliminate poverty will be impossible.

There is a lack of equitable distribution of resources both globally and in the countries where NCA works. In the global perspective the net flow of resources goes from poor to rich countries, with much of this attributable to illicit capital flight and inadequate taxation of foreign companies due to an outdated system for international taxation. In countries where NCA works, high levels of corruption, coupled with lack of participatory and accountable governance hinders equitable distribution of resources. At a global level the lack of adequate financing of the SDGs and global measures to combat illicit financial flows undermine the world's efforts to leave no one behind.

Taking NCA and its partners' added values into consideration, this strategic initiative on Fighting Inequality will address social spending on public services such as education, health and social protection, and progressive taxation, where corporations and the richest individuals are taxed more to redistribute resources in society and ensure the funding of public services.

NCA will continue to work strategically with its partners and other faith-based organisations to mobilise local communities, faith constituencies and youth to create a strong public demand for just resource governance, tax justice, financing social protection and fighting corruption.

Faith actors have historically been, and continue to remain, at the forefront of providing social services and support to those

living at the socio-economic margins. Within this strategic initiative NCA will not directly support the implementation of social services, but rather take a rights-based approach to supporting its partners' advocacy in holding duty bearers accountable for providing social protection.

Through the past ten years of global programming on these issues, NCA and its partners have built capacity and gained influential positions within relevant areas of socio-economic justice. The civil society platform Alternative Mining Indaba was created by NCA and its partners a decade ago. It gives NCA a unique entry point, both at local, national and African regional levels, to mobilise communities for just resource governance and to advocate for tax justice and reduced inequality. The Alternative Mining Indaba platform will be further developed and strengthened under this strategic initiative.

Natural resource extraction is a key component in many developing countries' economies and work to increase revenue through investments must never compromise human rights and development. Hence, where it is relevant, NCA will continue to support and hold duty bearers to account for community rights in extractive areas. In many countries the discussion of tax and welfare starts with the income or lack of it from natural resources. It is not possible to engage communities in resource taxation and spending without also working on environmental and human rights-based issues in the sector.

The challenge is to merge community-based advocacy on natural resources with domestic resource mobilisation and financing universal social protection. In recent years, NCA has gathered faith actors around joint statements on tax and inequality, built networks and is strategically positioned in the ACT Alliance to provide leadership on this arena. In Norway, NCA has championed country-by-country reporting, financial transparency and unitary taxation. NCA and its partners are well placed to advocate for increases in state revenue and global financing to fund the SDGs, and to advocate for increases in state spending on social protection and progressive taxation for fair and equitable redistribution of resources.

NCA and its partners already undertake solid advocacy related to extractive industries and public plans and budgets, and rights holders are empowered to hold governments and mining companies accountable. These intervention strategies will be continued under this strategic initiative. To increase chances for policy impact, community mobilisation and advocacy must be backed up by coordinated advocacy at national, regional and international levels. This will be strengthened in this initiative, and both community mobilisation and contributions to regional and global advocacy in line with NCA's global advocacy strategy will

⁵⁵ Oxfam Briefing Paper: An Economy for the 99%. January 2017. See also Diakonia in the time of inequality, 2017: <https://www.svenskakyrkan.se/default.aspx?id=1605527>

⁵⁶ World Economic Forum's Global Risk report 2019: http://www3.weforum.org/docs/WEF_Global_Risks_Report_2019.pdf / World Economic Forum's Global Risk report 2017: http://www3.weforum.org/docs/GRR17_Report_web.pdf

be mandatory components. NCA will put an emphasis on enabling faith actors and youth to carry out representative and coordinated advocacy at all the above-mentioned levels.

Global Goal: Fair and equitable finance and redistribution of resources

Sub-goal 1: Duty bearers are influenced to increase finance for and spending to reduce poverty and inequality
This sub-goal includes advocacy by NCA, faith actors and other partner organisations on community, national, regional and international levels. Advocacy to increase financing of the SDGs includes domestic resource mobilisation, progressive taxation, increased income from the extractives sector, illicit financial flows, aid and investments. Duty bearers include state structures, the private sector and global institutions.

At the national level advocacy includes efforts to make public plans and budgets more aimed at reducing poverty and inequality, through advocacy for universal social protection and redistributive tax policies. Duty bearers, including the private sector, will be held accountable.

Mobilising communities serves to secure NCA and its partners' legitimacy towards decision makers, and accountability towards rights holders. Methods include capacity building of rights holders, public campaigns, facilitation of space for dialogue between rights holders and duty bearers (such as the Alternative Mining Indaba, regional and global arenas), and public expenditure tracking/social monitoring to expose corruption and hold duty bearers to account for plans and budgets to be implemented according to plan.

Sub-goal 2: Communities are mobilised for just resource governance

Mobilising communities and faith actors for a just stewardship of natural resources is critical to support sub-goal 1 and is also a goal in itself.

Increased revenue accrued from investments must benefit people and never compromise human rights and development, also in communities experiencing possible negative effects. Pollution and human rights issues such as displacement and compensation must be tackled along with taxation. Methods under this sub-goal include facilitation of space for dialogue between rights holders and duty bearers, focus on business and human rights, strategic development of the Alternative Mining Indaba platform, relevant engagement with national and regional duty bearers and community monitoring in mining areas.

It will be mandatory for all counties to mobilise and advocate/campaign jointly on relevant issues at the regional and global level.

Global Programmes			Strategic Initiatives		
GBV	CR WASH	PB	CSEE	FBCA	FI
Women and girls live empowered lives free from gender-based violence	People live in healthy and resilient communities by accessing equitable water, sanitation and hygiene services in an informed and sustainable manner	Societies are more inclusive, cohesive and peaceful	Enable people to climb out of poverty and build communities' resilience	Faith actors take action on climate change	Fair and equitable finance and redistribution of resources
1. Dominant norms transformed to protect girls and women from violence and harmful practices	1. People participate in and influence decision making about all WASH services that affect them, including how water resources are sustainably managed	1. Promoting social cohesion and countering violence	1. Small-scale producers and service providers increase their income	1. Faith actors enable their communities to respond to climate change	1. Duty bearers are influenced to increase finance for and spending to reduce poverty and inequality
2. Women and girls at risk of violence and survivors access life-saving and specialised GBV services.	2. People prepare and respond to climate-related hazards and natural disasters affecting WASH services	2. Safe reintegration of women and girls associated with violent extremism into society	2. Climate resilient production and service systems are in place	2. Faith actors and communities advocate for climate action	2. Communities are mobilised for just resource governance
3. Empowered women and adolescent girls lead, build self-esteem and realise their rights	3. People practice good hygiene measures to protect against key public and personal health risks	3. Peace structures prevent and transform conflict	3. Jobs and entrepreneurship opportunities are created for youth		
4. Maternal mortality is reduced among women and adolescent girls	4. People access sustainable, adequate and equitable basic sanitation services	4. Peace processes are inclusive			
5. Women and adolescents access comprehensive sexuality education and modern family planning	5. People access sustainable, safe and affordable basic drinking water supply services	5. Protect social action for peace			

Cross-cutting Goals for Strengthening Civil Society					
Civil society actors and space are strengthened to foster human rights and dignity and empower people to participate in the development and implementation of public policies, development plans and humanitarian response.					
1. Rights holders are mobilised for collective action on common interests	2. Duty bearers are held accountable by civil society actors	3. Under-represented groups are empowered to participate in decision-making	4. Multi-actor platforms are built to work together for social change	5. Local actors and national NGOs increase their participation in humanitarian response	6. Institutional capacities of partners are strengthened

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