

Norwegian Church Aid Mali Strategy

2016-2020



NORWEGIAN CHURCH AID
actalliance

Updated 23 September 2015

Table of contents

List of abbreviations.....	3
Executive summary	4
1. Context analysis	5
2. Lessons learned	10
3. Geographic focus.....	11
4. Theory of Change for NCA Mali.....	12
5. Strengthening civil society	14
6. Programmes	16
6.1. Global Programme: Peacebuilding.....	17
6.2. Global Programme: WASH.....	20
6.3. Global Programme: Gender-Based Violence.....	23
6.4. Contextual Programme: Local Democratic Governance.....	26
7. Emergency preparedness and response	26
8. Finance and funding.....	29
9. Monitoring and evaluation	31
10. Organisational prerequisites	32
11. Risk management	33
Annex 1: Map	34
Annex 2: Partner information.....	35
Annex 3: Cross-cutting issues and strengthening civil society.....	62
Annex 4: Programme results frameworks.....	63
Annex 5: Funding strategy and targets	65
Annex 6: Planned evaluations.....	68
Annex 7: Risk analysis and management	69

List of abbreviations

EDSM-V	<i>Enquête Démographique et de Santé/</i> Mali 2012-2013 Demographic Health Survey
EPR	<i>Equipes des personnes de ressources</i> Teams of resource people
EPRP	Emergency preparedness response plan
FGM	Female genital mutilation
FONGIM	<i>Forum des ONG Internationales au Mali</i> International NGO Forum in Mali
GII	Gender Inequality Index
HAP	Humanitarian Accountability Partnership
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MoU	Memorandum of Understanding
NCA	Norwegian Church Aid
NGO	Non-governmental organisation
ODA	Official development assistance
REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
SIDA	Swedish International Development Cooperation Agency

Executive summary

During this time in Mali's history, NCA considers lack of peace, on the national level, but also on the local level, to be of utmost importance, as the absence of peace is fraying the social fabric that knits communities together. Additionally, lack of access to water and sanitation for the population, particularly in the north, has ripple effects throughout their lives. Water is of primordial importance for their survival and livelihood. Lack of sanitation creates public health risks that can have severe effects on an already vulnerable population. Finally, current social norms, which weigh so heavily against women, deprive them of a life free from violence. Based on this problem analysis, NCA has chosen the following priorities for 2016-2020:

Fostering social cohesion and trust within and among different groups by facilitating constructive inter- and intra-group relations through the establishment and training of a representative and inclusive committee who will use non-violent techniques to mediate and resolve local conflicts.

Providing equitable access to and management of basic infrastructure and WASH services by facilitating access to adequate and sustainable WASH services through the establishment of inclusive community WASH committees who will manage water and sanitation infrastructure, and rights holders will have the knowledge to practise hygiene measures that protect them from public health risks.

Changing social norms that promote violence towards women and girls by empowering women and girls, boys and men to end gender based violence and harmful traditional practices through awareness raising and social mobilisation.

Preparing people to deal with the adverse effects of climate change, which affect their livelihood and means of survival by increasing their capacities to govern, sustainably manage and use land for productive purposes.

Selecting to intervene in these priority areas will contribute to NCA's goal in Mali, which is to contribute to women, men, girls and boys becoming actors in their own development; experiencing peace and justice; and having their basic needs met.

NCA is well placed to achieve this goal, as its long presence in Mali is advantageous, with deep knowledge of the intervention areas. NCA is a trusted actor and well known to the Malian authorities and populations in northern Mali. NCA is seen as reliable actor who works for the good of the people and not for political or special interests. NCA's long-term commitment, particularly in the remote regions of northern Mali, and trust and respect of the population, represent an added value.

NCA will continue to work in partnership with Malian civil society organisations, who can be key driver of change with the potential to mobilise communities and who in turn mobilise local women's and youth associations and other stakeholders at community level. The most vulnerable women, men, girls and boys are the largest target group for NCA's interventions, including marginalized populations within communities, returning IDPs and women heads of household.

Given the importance of religion in the day-to-day life of the rights holders, NCA partners work very closely with religious leaders, who are highly influential in their communities. NCA Mali believes that working with local NGOs and grassroots, community organisations is the key to ensuring sustainable development.

1. Context analysis

Socio economic situation: Mali is a vast country in the Sahel, over half of which of which is covered in desert or semi-desert¹. Relative to its size, Mali is a sparsely populated country. Ten per cent of the entire population² are living in the three northernmost regions of Gao, Kidal and Timbuktu, which represent 66% of the entire area³. It is among the poorest countries throughout the world⁴, with 51% of the population living below the poverty line and surviving on less than \$1.25 per day⁵. Following the politico-security crisis in the north that has deeply marked the country since 2012, Mali dropped seven places on the UNDP Human Development Index in one year⁶, an indicator of how the conflict drove the population even further into extreme poverty. This is accentuated by disparities of basic service delivery between the urban and rural populations, which disproportionately affect the people in the north.

Most Malians (64%)⁷ reside in rural areas, and agriculture accounts for 80% of the population's source of income. The climatic hazards endemic throughout the Sahel, such as drought and extremely limited⁸ and sporadic rainfall, can cause flooding and reduce crop yields. The populations' dependence on the land leaves the population at risk to disruptions in their livelihood. Their vulnerability is compounded by external shocks, such as the waves of conflict that continue primarily in the north, but more recently in areas closer to the south. There is potential for agriculture to be a more stable source of livelihood but poor natural resource management not only increases the populations' vulnerability but also disrupts social cohesion. While traditionally women are not entitled to own land or livestock, many have engaged progressively in small-scale retail to increase their income with the advent of development programs.

Access to water for people and livestock deeply affects the Malian population, particularly in the north which is subject to increasingly variable rainfall and cyclical drought. Over a third of the rural population does not have access to improved water sources⁹. The proportion of the rural population with unimproved sanitation facilities is 84%¹⁰. Lack of access to water not only significantly impacts the rural population's livelihood, but it is also detrimental to their health. Eleven per cent of children under five in Mali die of diarrhoea¹¹, frequently caused by unsafe water. Due to growing scarcity, women and young girls, who bear the brunt of collecting water, must walk long distances on foot to reach water points or spend long hours in queues to access water¹². These situations expose them to increased protection risks.

Two-thirds of Mali's population is under 24 years-old¹³. This large youth population lacks education and employment opportunities to pull themselves out of poverty. They also face serious disadvantages as they struggle to recover from violent conflict, and are unskilled and family-dependent. This is particularly true for female youth, as 75% of the female population between the ages of 15-24 is illiterate¹⁴, severely limiting their access to education and real employment opportunities. At a very young age, children must

¹U.S. Embassy Mali: http://mali.usembassy.gov/basic_facts.html

²15 000 000 in 2014. World Bank: <http://www.worldbank.org/en/country/mali/overview>

³1,240,192 km² or roughly four times the size of Norway.

⁴176 out of 187 on UNDP's 2014 Human Development Index.

<http://www.undp.org/content/undp/en/home/presscenter/events/2014/july/HDR2014.html>

⁵World Bank Data Mali 2014: <http://data.worldbank.org/country/mali>

⁶UNDP Human Development Index: <http://hdr.undp.org/en/countries/profiles/MLI>

⁷UN Data 2014: <http://data.un.org/CountryProfile.aspx?crName=mali>

⁸Average annual rainfall in the north is around 200 mm.

⁹World Bank Data Mali 2014.

¹⁰WHO/UNICEF Water Supply Statistics, 2015: <http://knoema.com/WHOWSS2014/who-unicef-water-supply-statistics-2015?location=1001980-mali>

¹¹Unicef 2014: Committing to Child Survival: A Promise Renewed
http://files.unicef.org/publications/files/APR_2014_web_15Sept14.pdf

¹²Below Sphere standards for half the population in Gao, Kidal and Timbuktu: REACH: *Accès à l'eau, Communes de Kidal, Tombouctou et Gao, Avril 2015*: http://www.reachresourcecentre.info/system/files/resource-documents/reach_mli_rapport_acces_a_leau_et_vulnerabilite_avril_2015.pdf

¹³Indexmundi: Accessed on 10 September 2015: http://www.indexmundi.com/mali/age_structure.html

¹⁴Unicef Mali Country Webpage: Accessed on 10 September 2015: <http://www.unicef.org/mali/french/5859.html>

help with household chores and their parents' agriculture and livestock breeding, often because parents need supplemental help with livelihood activities. With the on-going conflict and cyclical climatic events, youth are increasingly migrating to urban areas and abroad to look for employment. Youth projects initiated by the state are limited in scale and are poorly managed. Like women, they are targeted by development actors that grant them funds for income generating activities. These activities are usually very small in scale and often do not enable any real economic improvements.

Mali's cultural and ethnic norms weigh heavily against women. This, coupled with poverty especially in rural areas, determines low development indices recorded for women. The 2013 Gender Inequality Index (GII) ranks Mali as 143 of 146 countries¹⁵. At the household level, particularly in traditional and rural communities, women have little-to-no decision making power; the *Enquête Démographique et de Santé/Mali 2012-2013* Demographic Health Survey (EDSM-V) data show that younger women (15–19 years of age) were less likely than older women (45–49 years of age) to participate in household decisions (6.5% and 13.6%, respectively) related to health care, making large household purchases, and visiting relatives and friends¹⁶. Despite this, women play an important role in family and community life. One in ten households is women-led¹⁷.

Early marriage is a very common harmful traditional practice, with marriage rates under 18 in Kidal at 84%; in Mopti at 74%; in Gao at 71%; in Timbuktu at 64%¹⁸. According to UNICEF's *State of the World's Children 2015*, Mali has the sixth highest child marriage prevalence in the world¹⁹. Once married, only 6.9% of girls and women use contraception²⁰. Forty-five per cent of girls are both married and give birth to their first child by the age of 18²¹, and 47% of deliveries are assisted by a skilled birth attendant²². The sum of these factors give rise to a high prevalence of obstetric fistula, which not only endangers the life of the mother and her unborn child, but also is the cause of shame and social exclusion. Female genital mutilation (FGM), is precondition for marriageability in Mali²³ and a source of shame and exclusion if a girl is not cut. FGM, therefore, is another widespread harmful traditional practice. While the population residing in Kidal typically do not cut their girls, it is extremely common among other groups in the other regions. The EDSM-V found that 91% of Malian women 15–49 years of age have undergone some form of FGM, which is one of the highest levels in the world and reflects deep-seated gender norms that disempower women²⁴. The consequences of harmful traditional practices also have lifelong affects and impede women's and girls' social well-being.

Sexual violence is emerging in northern Mali as a tool used by extremist and terrorists groups to instil fear in the population, but insecurity has contributed to limited reporting. According to a recent report from the United Nations Secretary General to the Security Council²⁵, "in 2014, the United Nations recorded 90 allegations of conflict-related sexual violence, 69 rapes and 21 sexual assaults. All these cases occurred in the regions of Gao and Timbuktu and all involved female victims, 52 women and 38 girls".

State's institutional capacity: Conflicts have been recurrent in northern Mali since Independence in 1960. Demands of autonomy or self-determination arise from the fact that

¹⁵UNDP Gender Inequality Index 2013: <http://hdr.undp.org/en/content/table-4-gender-inequality-index>

¹⁶Enquête Démographique et de Santé (EDSM V)/Mali 2012-2013 Demographic Health Survey. <https://dhsprogram.com/pubs/pdf/FR286/FR286.pdf>
¹⁷<http://www.unwomenwestandcentralafrica.com/mali.html>

¹⁸United Nations Population Fund: https://www.unfpa.org/sites/default/files/resource-pdf/ChildMarriage_8_annex1_indicator-definition.pdf

¹⁹Unicef: *The State Of The World's Children 2015*:
http://www.unicef.org/publications/files/SOWC_2015_Summary_and_Tables.pdf

²⁰EDSM V

²¹Reviews in Obstetrics and Gynecology, *Obstetric Fistula: Living With Incontinence and Shame* (2008).
<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2621054/>

²²Unicef: *The State Of The World's Children 2015*

²³United Nations Population Fund: <http://www.unfpa.org/resources/female-genital-mutilation-fgm-frequently-asked-questions>

²⁴EDSM V

²⁵Report on Conflict Related Sexual Violence to the United Nations Security Council, 2015:
http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s_2015_203.pdf

not all groups in the north wanted to be part of the new Malian nation-state that was established. Major insurgencies took place in 1963-64, 1990-96, 2006-9 and 2011-12²⁶. While the state and government actors are the main duty bearers in Mali, their ability to provide access to basic social services, especially in rural areas, has historically been limited owing to lack of resources and huge distances. Another factor that seriously undermines the effectiveness of government is corruption. Corruption is widespread and commonplace in Mali²⁷ affecting every part of public life including the justice system.

Beginning in 2012, Mali witnessed the worst political, security and humanitarian crisis in its contemporary history. Armed opposition groups and religious fundamentalist groups occupied the three regions of northern Mali and parts of Mopti for ten months and established a regime based on an extreme and arbitrary version of sharia²⁸. In Bamako, the elected president was ousted by a military junta. Despite restoration of constitutional order after some weeks of chaos and successful presidential and legislative elections in 2013, this crisis has been a major setback for Mali's democratic development and the state's institutional capacity, particularly in the north. The state is still absent in the regions of Kidal, and parts of Gao (Ansongo and Menaka) and Timbuktu Region (Ber). Without the state, there is no basic service delivery, no arbiter of community conflict and serious insecurity.

Since January 2013, French troops have been active in combatting terrorist cells in northern Mali and in the Sahel region²⁹. The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) has been present since June 2013 with the mandate to protect the civilian population, support the peace process and strengthen Malian institutions.

Power analysis: Malian law recognizes both state and traditional power, a fact that generates power struggles between traditional leaders and administrative authorities. It is also a trend, however, that traditional leaders position themselves as candidates during elections and use their influence to be elected. On several occasions, traditional and religious institutions have shown that they are powerful enough to mobilise huge crowds and influence the decisions made by the President. One example is the adoption of the *Code de la famille* in 2009 when several of the more controversial paragraphs allowing more rights for women and children were changed after pressure from religious leaders, resulting in fewer protections than had been originally proposed.

Traditional power in Mali is held by village and fraction chiefs, Cadis, imams and traditional communicators whose respective roles range from resource management, setting fines and taxes, celebrating marriages and baptisms, dispensing justice, as well as transmitting information or messages. Traditional authority is normally transmitted from father to son. Women do not inherit traditional power, even if they are sometimes consulted. Despite their less advantageous position, women and youth constitute powerful community mobilization forces and are often used by politicians during elections and more recently by armed opposition groups. Women's resistance against religious extremism in northern Mali in 2012 serves as a potent demonstration of their courage and capacity to mobilize.

Role of civil society: Civil society in Mali is a broad group of actors, including local non-governmental organisations (NGO), community-based organisations (women's groups, youth associations, community management committees, etc...), traditional and religious leaders, unions, and other grassroots associations. Civil society in Mali plays an important and wide-ranging role from provider of basic services such as education and health to advocate for the communities' interests. It should be noted that in Mali, before,

²⁶Rand Cooperation 2015: Achieving Peace in Northern Mali: http://www.rand.org/pubs/research_reports/RR892.html

²⁷Mali ranked 115 out of 175 in the 2014 Corruption Perceptions Index: <http://www.transparency.org/cpi2014/results>

²⁸Human Rights Watch 2012: <https://www.hrw.org/news/2012/09/25/mali-islamist-armed-groups-spread-fear-north>

²⁹Operation Serval from January 2013-July 2014, Operation Barkhane from August 2014-present.

during and after the politico-security crisis that began in 2012, the space in which civil society can operate is vast. Norwegian Church Aid (NCA) and its partners experience was that even during the armed opposition and jihadist occupation, civil society actors in the north continued to operate, so long as they had clear communication with those in power. Due to the volume of actors, civil society space is often incohesive, but nonetheless civil society operates openly and is present in Mali. In fact, civil society space has expanded and actors matured, since 2012, particularly in areas directly affected by conflict. They have assumed more responsibility and increased efforts to assist populations that have been affected by the crisis. This is particularly the case in the north where the state cannot ensure protection and access to basic social services.

Conflict analysis: In May and June 2015, the *Accord pour la paix et la réconciliation au Mali issu du processus d'Alger*, or the Accord for Peace and Reconciliation in Mali (herein referred to as the Peace Accord) was signed by the government and armed opposition groups. As part of this process communities have expressed their desire to restore peace nationally and create conditions for peaceful cohabitation, which creates hope that nationwide peace is achievable if supported and accompanied by development partners. Unfortunately, while the parties are still discussing how the Peace Accord should be implemented in practice, new outbreaks of fighting and intercommunity violence have happened in several parts of northern Mali³⁰. The humanitarian situation is dire, especially since agricultural production and income generating activities are frequently disrupted by insecurity. More than 100,000 refugees and IDPs³¹ still feel unable to return because of the security situation, and there have been cases of new displacements following the new hostilities during summer 2015³².

NCA together with partners and selected local resource people (herein referred to as EPRs)³³, who participate in the peacebuilding program, did a conflict analysis in 2014 which was updated in 2015³⁴. It includes three dimensions:

A political dimension related to lack of state control and rule of law in the vast and remote territory of northern Mali, where the presence of Malian authorities has been weak compared to the rest of the country. To deal with this situation, different Malian governments have chosen specific groups to serve as intermediaries to reach out to the rest of the population. This approach of "divide and conquer" has led to internal conflicts between the groups that have been preferred as intermediaries by different regimes. Grievances have persisted and increased from generation to generation since the first insurgency in 1963, despite the signature of earlier peace agreements³⁵. A culture of impunity has been allowed to develop, and a succession of armed opposition groups have emerged and split to form new alliances. Both earlier peace agreements and the current Peace Accord have been signed by leaders who often represent relatively few people³⁶ and not the majority of people in north Mali. Steps leading to a transitional justice system should also be envisaged as this is widely expected by communities who believe that reconciliation cannot be achieved without justice. Scarcity of natural resources creates conflicts between groups, for instance between pastoralists and agriculturalists, that the judiciary system has not been able to resolve.

³⁰ACAPS Briefing Note June 2015: <http://acaps.org/img/documents/b-acaps-briefing-note-northern-mali-internal-displacement-19-june-2015.pdf>

³¹UNHCR 2015 country operations profile Mali <http://www.unhcr.org/pages/49e484e66.html>

³²ACAPS Briefing Note June 2015

³³*Equipes des Personnes Ressources* (EPRs) or Resource People Teams are local influential community members and traditional and religious leaders who are trained in non-violent conflict resolution and mediation techniques and resolve local conflicts, largely stemming from scarce natural resources.

³⁴The conflict analysis took place from 4-8 May in Bamako. The report following the workshop was prepared by Manuela Leonhardt and is entitled, "Atelier de réflexion sur l'engagement de l'AEN dans la construction de la paix au Mali sur la base de RPP."

³⁵Tamanrasset Accord, 1991; National Pact, 1992; Algiers Accords, 2006; Ouagadougou Accord, 2013

³⁶Rand Cooperation 2015: Achieving Peace in Northern Mali: http://www.rand.org/pubs/research_reports/RR892.html

A socio-economic dimension related to poverty, lack of economic development and investments and difficult access between northern Mali and the rest of the country. Unemployment and lack of opportunities for young people have increased feelings of injustice and frustration and made young people easy recruits for fundamentalist religious groups, armed opposition groups and criminal gangs.

An international dimension linked to the emergence of international and extremely mobile fundamentalist groups like al Qaida, international trafficking and kidnapping of foreign citizens for huge ransom, which are facilitated by the vast terrain that lacks state control and porous national borders.

Present during earlier insurgencies, the international dimension has been more significant since 2012, especially with the return of Malians who had been enrolled in the Libyan army along with a huge influx of weapons following the collapse of the Gadaffi regime.

Existing conflicts can be classified into two main categories that are inter-related. 1) Smaller or local conflicts are disputes with neighbours arising over access or use of natural resources, traditional succession issues, local political leadership or land disputes. 2) Larger or national conflicts include the different agendas of the many armed opposition groups vis à vis the government, claims of autonomy and self-determination, different positions regarding the role of Islam in society, conflicts between armed opposition groups and pro-government armed groups as well as the general lack of trust and confidence between population groups living in northern Mali on one side and in south and central Mali on the other side.

These two levels of conflicts are closely interrelated. Key actors in the larger or national conflicts will most often also be a part of smaller or local conflicts in their own communities, or they will exploit the existence of these conflicts to gain support for themselves and their movements. Armed opposition groups and armed pro-government groups are constituted along the lines of traditional cleavages in local communities. When smaller, local conflicts remain unresolved for a long time, the frustration increases and parties will seek support from stronger allies that would often be key actors on the larger or national arena. Reintegration of refugees and internally displaced and justice for survivors of violence are issues related to the national or larger conflict having strong implications on the local level.

Problem statement: The analysis presented above has guided NCA Mali's strategic direction in the next five years. NCA Mali considers lack of peace, on the national level, but also on the local level, to be of utmost importance during this time in Mali's history, as the absence of peace is fraying the social fabric that knits communities together. Additionally, lack of access to water and sanitation for the population, particularly in the north, has ripple effects throughout their lives. Water is of primordial importance for their survival and livelihood. Lack of sanitation creates public health risks that can have severe effects on an already vulnerable population. Finally, current social norms, which weigh so heavily against women, deprive them of a life free from violence. In order for Malians to experience peace, justice, and have their basic needs met, there must be a robust Malian civil society where rights holders participate in their own development. To contribute to this end, NCA will implement three global programmes on peacebuilding³⁷, ending gender-based violence, providing WASH services to rights holders in Gao, Kidal, Timbuktu, and Mopti.

³⁷While this strategy covers the three global programmes that NCA will implement in Mali from 2015-2020, NCA is submitting a separate application to Norad (through financing from the Norwegian Embassy in Ghana) for the peacebuilding programme. The title of that application is *Transforming Conflict through Non-Violent Approaches*.

2. Lessons learned

NCA Mali learned many lessons through the course of the last strategic period with the dramatic change in context from relative peace and development in Mali to the worst political, security and humanitarian crisis in the country's contemporary history. This crisis particularly affected the population in NCA's intervention areas.

Throughout the crisis, NCA and its partners were in a continual process of learning and adapting to the evolving situation in the intervention areas, and this experience will certainly be applied in the next strategic period. One of the overall lessons was how essential it is to remain flexible when the situation can be highly unpredictable as it is in northern Mali. Flexibility allows NCA and its partners to find practical solutions, particularly to safeguard their security. NCA's analysis is that this flexibility will be equally important during the next strategic period, as the situation remains highly unpredictable.

As waves of insecurity continue in northern Mali, NCA's presence in Gao, Timbuktu and Kidal is as relevant as ever. Owing to this north-south divide, however, and in an effort to "Do No Harm" among rights holders in NCA's areas of intervention, an important lesson learned is that NCA should intervene in at least one non-northern area. This is very important in the current political climate in Mali, particularly if NCA wants to maintain its credibility as a neutral actor. NCA will explore the feasibility and possibilities of implementing a project in Bamako and perhaps expanding its Peacebuilding and WASH programmes to Mopti, which is sandwiched between the north (Timbuktu and Gao) and south (Ségou). This will have the added benefit for NCA to exchange with and learn from different civil society organisations that intervene in other parts of this vast country.

NCA and partners are proud of the results achieved by the *équipes des personnes de ressources* (EPR) during the last strategic period. More than 650 community members trained in non-violent conflict resolution resolved 188 local conflicts. This demonstrates that NCA's local approach and the EPRs were very effective and able to function when the larger conflict broke out. At the same time, the EPRs were not equipped to address those larger conflicts stemming from the crisis that started in 2012. In order to harness the gains from the past strategic period, and further legitimize their presence in local communities, NCA will adapt the EPR model to address those issues related to the current, larger crisis. Coordination with other organisations' peacebuilding programmes will be strengthened and linked to the dispositions in the Peace Accord.

NCA Mali's gender-based violence programme in the last strategic period focused on the reduction and abandonment of harmful traditional practices and its consequences owing to the high rate of early marriage and FGM in Mali's intervention areas. During the last period, however, the activities to achieving the goal focused more on awareness raising and did not have enough community mobilization components. While this was an important first step, the programme impact was not as strong as it could have been had activities included more community mobilization. NCA will focus its GBV programme in the next strategic period on ending early marriage and its consequences, such as obstetric fistula, but will include more social mobilization activities, in addition to awareness raising, in order to maximize impact. Moreover, the programme will incorporate strategies to include men and religious leaders more systematically in its awareness raising activities, as it was clear that raising awareness among women only was not the optimal approach. In light of the on-going conflict in NCA's intervention areas, there will be increased emphasis on raising awareness about and treating survivors of conflict-related gender based violence.

3. Geographic focus

While the general direction for the 2016-2020 strategy is focus concentration, NCA Mali will explore expanding programmes into new geographical areas. This is largely due to repeated requests by the Malian government and NCA's own analysis of the Malian context from a Do No Harm perspective. Even within the regions where NCA operates, there will be a continued, concerted effort to balance its communities of intervention, in an effort to Do No Harm. While there has always been a lack of mutual understanding between people in northern Mali and those in central and southern Mali, this cleavage has become more significant since 2012. In the present situation, it is difficult to uphold an image as neutral and impartial when being limited to work exclusively in regions directly affected by the conflicts between the Malian Government and armed opposition groups. NCA is considering a gradual expansion of the Peacebuilding and WASH programmes to Mopti and possibly to the district of Bamako to reinforce its position as a neutral actor.

The most vulnerable women, men, girls and boys are the largest target group for NCA's interventions in Gao, Kidal, and Timbuktu. This includes marginalized populations within a community, returning IDPs and women heads of household, who often have a lot of dependents, usually because their husbands have migrated to find work elsewhere, or been recruited into the armed movement.

NCA has selected the geographic areas of intervention for the next strategic period based on the needs of rights holders and where NCA and partners have experience, knowledge and legitimacy. NCA will implement its long-term programmes and respond to humanitarian emergencies in the following regions of northern Mali during the next strategic period:

Kidal is of strategic importance for peace in Mali, as all conflicts have in one way or another started there. NCA began working in Kidal in 1999, and there have been very few international actors who have worked there equally as systematically and consistently, therefore NCA is well known by the population and received with good will. Relative to its size, the population is small, and NCA is highly sensitive about where it intervenes, as to not spark conflicts between the communities. Kidal has a rather homogenous population, many of whom are nomads and consisting mainly of Tuareg pastoralists.

Timbuktu is where NCA began its operations 30 years ago and thus continuing programs there is of historical importance. Many of NCA's projects have been built on that early experience. Despite being less isolated than Kidal, the needs of the population are immense. NCA will implement all three global programmes and its Local Democratic Governance programme in this region. NCA will concentrate implementation geographically within the southern part of Timbuktu. Many different ethnic groups are present in Timbuktu, giving rise to more inter-ethnic disputes and conflict between pastoralists and agriculturists.

Gao is a crossroads of sorts, used for transportation routes between neighbouring countries like Burkina Faso and Niger. Like Timbuktu, there are many inter-community conflicts stemming from the use of scarce natural resources vital for agriculturists and pastoralists. NCA will implement its three global programmes in Kidal in addition to its Local Democratic Governance programme³⁸.

Mopti has experienced the spread of the conflict in 2015. Dynamics and conflict drivers in the northern and western part of the Mopti region are closely interlinked with those of Timbuktu and Gao, where scarce natural resources are at the root of most local conflicts. NCA began its interventions in Mopti many years ago when it supported projects to treat women with obstetric fistula, many of whom came from the remote northern regions where there are no services. NCA Mali will explore possibilities of implementing its peacebuilding and WASH programmes in Mopti depending on funding as well as on the security situation in the other regions.

³⁸This programme is NCA's contextual programme in Mali. Its full title is Local Democratic Governance for the Management of Natural Resources. It is implemented with four other INGOs (SNV, Helvetas, Swiss Intercoopération and Diakonia) and funded by SIDA through June, 2017. This programme contains aspects of NCA's programmes from the last strategic period: Climate Change Adaptation, Peace, Resilience and Women in Governance programmes.

4. Theory of Change for NCA Mali

The context analysis guiding NCA's strategic direction in Mali considers lack of peace, on the national level, but also on the local level, to be of utmost importance during this time in Mali's history. The absence of peace is fraying the social fabric that knits communities together. Additionally, lack of access to water and sanitation for the population, particularly in the north, has ripple effects throughout their lives. Water is of primordial importance for their survival and livelihood. Lack of sanitation creates public health risks that can have severe effects on an already vulnerable population. Finally, current social norms, which weigh so heavily against women, deprive them of a life free from violence. In order for Malians to experience peace, justice, and have their basic needs met, there must be a robust Malian civil society where rights holders participate in their own development. To contribute to this end, NCA will implement three global programmes on **Peacebuilding**, ending **Gender-Based Violence**, providing **WASH** services, and a contextual programme focused on increasing capacities to **Govern and Sustainably Manage Land**³⁹ in Gao, Kidal, Timbuktu, and Mopti. These programmes will also directly contribute to NCA's global goals to Save Lives and Seek Justice.

By 2020, NCA, in three intervention zones in Mali, has contributed to the goal of **women, men, girls and boys becoming actors in their own development; experiencing peace and justice; and having their basic needs met**. This goal directly contributes to NCA's global vision of Together for a Just World.

NCA Theory of Change for Mali is: *If social groups have constructive inter- and intra-group relations, there is access to adequate and sustainable WASH services, there is a reduction in gender based violence, people have the capacities to govern and sustainably manage and use natural resources, then the women, men, boys and girls in intervention areas will experience peace, justice and well-being.*

The preconditions to reaching the goal include:

- Malian authorities return and strengthen their presence in all parts of the north in accordance with the principles of the Peace Accord. Government must be re-installed at all levels;
- An equitable and transparent justice system;
- The situation is stable and safe enough so that refugees and IDPs return;
- People, particularly youth and girls, have the capacities and competences to find employment;
- People are prepared and have the skills to deal with the adverse effects of climate change, which affect their livelihood and means of survival;
- Social cohesion and trust within and among different groups;
- Equitable access to and management of basic infrastructure and services such as health, education and water; and
- Social norms that promote violence towards women and girls must change.

NCA Theory of Change assumes that civil society is an active and key driver of change with the potential to mobilise communities within NCA's programmes and areas of intervention. The Theory of Change also assumes that the security situation will stabilize after the Peace Accord has been implemented. It is also key to assume that the Peace Accord as well as local peace conventions are adhered to, applied and respected. NCA assumes that the democratic process will strengthen institutions over time, and make the Malian government responsive to the needs of the citizens. Other important assumptions are that communities are open to changing negative social norms and manage their natural resources more equitably.

³⁹Funded by SIDA through 2017.

Through the implementation of four programmes through civil society organisations, NCA will focus on fulfilling the following preconditions.

1. **Fostering social cohesion and trust within and among different groups** by facilitating constructive inter- and intra-group relations through the establishment and training of a representative and inclusive committee who will use non-violent techniques to mediate and resolve local conflicts.
2. **Providing equitable access to and management of basic infrastructure and WASH services** by facilitating access to adequate and sustainable WASH services through the establishment of inclusive community WASH committees who will manage water and sanitation infrastructure, and rights holders will have the knowledge to practice hygiene measures that protect them from public health risks.
3. **Changing social norms that promote violence towards women and girls** by empowering women and girls, boys and men to end gender based violence and harmful traditional practices through awareness raising and social mobilisation.
4. **Preparing people to deal with the adverse effects of climate change, which affect their livelihood and means of survival** by increasing their capacities to govern, sustainably manage and use land for productive purposes.

NCA's role is to develop the capacity of Malian civil society organisations who share a common vision and commitment to promoting change in their communities. NCA will develop civil society organisations by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices; programmatic expertise; and apply standards such as Do No Harm, the Humanitarian Accountability Partnership (HAP) and with a rights-based approach.

NCA's long presence in Mali is advantageous towards achieving its goal, with deep knowledge of the intervention areas and strong rapport and trust among rights holders. NCA is well known to the Malian authorities and populations in northern Mali and seen as reliable actor who works for the good of the people and not for political or special interests. NCA's long-term commitment, particularly in the remote regions of northern Mali, and trust and respect of the population, represent an added value where few other actors operate.

5. Strengthening civil society

Working strategically with civil society: NCA works strategically with civil society by partnering with Malian NGOs, who typically intervene throughout one region, are deeply rooted in the communities and respected and are viewed by rights holders and duty bearers alike with a high degree of legitimacy. Most of these NGOs have been founded by a small group of individuals who are seeking to contribute to the development of their own communities, so partner organisations have local knowledge of the area in which they work. In 2015, NCA partnered with 14 civil society organisations. It is expected to work around the same number of civil society organisations, as most of the relevant partners are relatively small. NCA Mali needs to have a partner portfolio large enough to spread risk in a conflict setting. From a Do No Harm perspective, NCA's partners must be balanced geographically due to inter-regional sensitivities.

In Mali, few faith-based organisations are directly involved in development work, but nearly all Malians are deeply religious and people of faith. NCA Mali believes that all of the partners in its portfolio share the same values as NCA and those of faith-based organisations in other contexts.

NCA's partners, in turn, work with another strategically important segment of civil society: local, grassroots organisations, typically women's associations, youth groups, religious and traditional leaders, and other key stakeholders at the grassroots level. Given the importance of religion in the day-to-day life of the rights holders, NCA partners work very closely with religious leaders, who are highly influential in their communities. NCA Mali believes that working with local NGOs and grassroots, community organisations is the key to ensuring sustainable development at the community level.

Contributing to strengthening civil society through programme work: NCA Mali contributes to strengthening civil society through programme work by ensuring that partners have the thematic expertise necessary to implement their respective programmes.

Partner organisations contribute to civil society by training programme-specific committees, such as EPRs, who transform local conflicts using non-violent approaches. The EPRs have a certain level of experience in resolving local conflicts, which can have a strong impact on the community, and are widely regarded with a high level of legitimacy among duty bearers, and about half of whom are officially recognized entities in the municipality where they operate. Partners are in the process of supporting the other half on being officially recognized entities by their municipality. WASH management committees are established and trained by partner organisation in each community with a WASH programme; they are equipped to manage and maintain WASH infrastructure, among other things. Another aspect of strengthening civil society through programme work is collaborating closely with women's and youth groups to raise their awareness to equip them with the knowledge, mobilize them, and provide guidance on the necessary approaches to advocate against early marriage. These types of committees are at the foundation of all of NCA and partners programme work.

Capacitating core partners as civil society actors: NCA Mali is in the process of developing a partnership policy, which is in line with NCA's global partnership policy, but adapted to fit the Malian context. This policy, among other things, will include criteria⁴⁰ for new partner selection, including legitimacy vis à vis rights holders; rootedness in community and connection with local religious leaders; programmatic capacity; potential for growth; and commitment to programmatic standards, including Do No Harm and HAP.

⁴⁰Criteria are in development, and the policy will be rolled out in 2016.

In the past, partners have signed an annual contract (*convention*), outlining their programmatic obligations outlining the division of labour and responsibilities between NCA Mali and its partners. In the next strategic period, NCA Mali will engage in a Memorandum of Understanding (MoU) with all partners—new and current—which is a new element of the partnership, and outline specifics with regard to NCA’s plan to develop the capacities for the partner. The MoU is an important tool for mutual accountability, which outlines the roles and responsibilities of each party. Based on a partner evaluation, which will take place before 1 December, 2015, NCA will tailor a multi-annual capacity building plan for 3-5 select partners to meet their needs so they can be stronger civil society actors. NCA Mali feels a particular responsibility for partners who are generally less performing than others, many of whom have had the longest lasting partnership.

Until now, NCA has not systematically tailored its capacity building efforts based on an individual partner’s needs. Efforts will be made to re-enforce partners’ capacities based on their weaknesses, focusing its efforts on partners who need more capacity building. Partners typically need the most support for financial and organisational areas. There will also be an effort to reinforce the capacities of all partners in domains that are particularly relevant to Mali, such as security-related capacities and Do No Harm. Moreover, NCA will also consider innovative approaches when working with new partners with a high level of legitimacy and are deeply rooted in the communities, but sometimes have weak systems to manage funds. In such cases, NCA will contribute to build the necessary capacity of partner until partners can carry out these functions themselves.

Given the unpredictable security situation in NCA’s areas of intervention, the importance of sharing information and coordinating with other actors will continue to be emphasized. In Kidal and Gao, NCA will continue with regular meetings for partners to discuss all issues of common interest, including how to cope with the security situation.

6. Programmes

NCA will strive to maximize programmatic impact by ensuring that there are synergies across programme areas. To this end, NCA will make an effort to implement its Peacebuilding, WASH and GBV programmes in the same municipalities within the three regions, so that rights holders benefit from a holistic and integrated development intervention. Many of the programme approaches that NCA will employ in Mali during this next strategic period, such as REFLECT⁴¹ and training EPRs on non-violent conflict resolution, whereby the benefits will carry across programmes.

NCA will also ensure that all of its programmes are designed and implemented to be gender sensitive. To this end, NCA will solicit the participation of women in programme design. Moreover, programmes will be implemented to empower women and adapted to their realities. NCA will also continue to reinforce the capacities of its partners to mainstream gender into their programming.

To ensure conflict sensitive programming, NCA Mali updated its 2014 conflict analysis in 2015. This analysis will help NCA to fine tune all of its programming with regard to conflict sensitivity. Do No Harm is a tool that NCA uses in all of its programming in Mali and throughout the programming cycle.

As NCA's work is undertaken together with civil society partners, its primary role in programme work is to develop the capacity of Malian civil society organisations, in this case implementing partners. NCA provides strategic direction to partners as well as technical assistance (to be detailed in each programme section). NCA will continue to develop their capacities by assuring that they have a sound organisational foundation with accountable internal governance and transparent financial practices; programmatic expertise; project and programme monitoring to help partners achieve results; and apply standards such as Do No Harm, HAP and the rights-based approach.

Partners are responsible for project implementation, with support from NCA. As they are local to the areas where projects are implemented, they are best placed to mobilize rights holders, religious and traditional leaders, local authorities and other relevant civil society organisations. They involve rights holders throughout the programme cycle, from project design thru evaluations. Partners liaise with local government authorities. They help to establish programme-specific committees (to be detailed in each programme section) who play an integral part of each project. Partners are responsible for project monitoring and reporting and ensuring the transparent and efficient use of programme funds.

⁴¹REFLECT, inspired by the pedagogical theories of Paulo Freire, stands for Regenerated Freirean Literacy through Empowering Community Techniques. It is a participatory approach to adult learning and social change. See: www.reflect-action.org

Problem statement/Needs analysis: Mali has undergone dramatic changes since 2012, following the armed conflict and temporary occupation of the three northern regions and parts of Mopti. Exacerbating the problems from this period are a weak or absent state, who cannot or will not provide basic services and mediate local conflicts. Compounding this are cyclical climatic events, which have ripple effects throughout the lives of rural Malians in the north. Drought, for instance, deeply impacts the day-to-day lives of the mainly agriculturist and pastoralist population. The scarce natural resources, upon which people's livelihood depends, is a driver of local conflicts.

Local conflicts feed the larger conflict, and vice versa. Key actors in the larger conflicts will most often also a part of local conflicts in their own communities, or they will exploit the existence of these conflicts to gain support for themselves and their movements. When local conflicts remain unresolved for a long time, the frustration increases and parties will seek support from stronger allies that would often be key actors in the larger arena.

Given the current situation in Mali, where the Peace Accord has been signed yet parties who have recently violated the accord so it has not yet been implemented, Malians experience mistrust between different ethnic and social groups. This has led to the escalation of community conflicts and the fraying of the social fabric that binds them. Community conflicts range in nature but are often related to scarce natural resources on which the population relies for their livelihood and survival.

Youth (under 24 years), comprising two-thirds of Mali's population⁴², have the potential to play a central role in Mali's future. Unfortunately, they lack education and employment; are unskilled and family-dependent. Malian youth face serious disadvantages in the recovery from violent conflict. A national youth policy was adopted in 2012, but it has yet to be implemented⁴³. In effect, this large and growing segment of the population has almost no opportunities to contribute, and even fewer opportunities to pull themselves out of poverty. Youth have the potential to be drivers of change, yet their circumstances, contribute to driving conflict.

To respond to this need, NCA Mali will implement a program to resolve key drivers of conflict and foster a culture of peace in communities in Gao, Kidal, and Timbuktu in partnership with six civil society organisations. The goal of the programme is for social groups to experience constructive inter- and intragroup relations, allowing them to lead lives in peace and security, and where drivers of conflict, such as scarce natural resources and recruitment of youth to armed groups, do not impede their livelihood or fray the social fabric. NCA Peacebuilding programme in Mali will directly contribute to the *Accord pour la paix et la reconciliation au Mali issu du processus d'Alger*, or the Peace Accord, which was signed in June 2015 and outlines the national plan for peace and reconciliation. It should be noted that at the time of the writing of this strategy, the Peace Accord has not yet been rolled out.

Theory of Change:

Desired change: Social groups experience constructive inter- and intragroup relations.

Development hypothesis: *If inclusive and representative peacebuilding structures comprised of local resource people resolve conflicts using non-violent techniques; local conventions are in place whereby opposing parties agree to end conflict; and marginalized groups, such as women and youth, are provided with opportunities*

⁴²Indexmundi. Accessed on 10 September 2015: http://www.indexmundi.com/mali/age_structure.html

⁴³International Alert, 2014: Supporting Peaceful social, political, cultural and economic change in Mali: http://www.international-alert.org/sites/default/files/Mali_SupportingPeacefulChange_EN_2014.pdf

to contribute to a culture of peace, then social groups will experience constructive inter- and intragroup relations.

This change will happen if the following preconditions are met:

- **Communities establish inclusive and representative peacebuilding structures** of local resource people who will be trained to identify drivers of conflict and non-violent conflict mediation techniques. They will establish a forum where a broad range of civil society organisations and religious leaders can come together and exchange about peace initiatives, conflict, and decisions taken by local resource people to resolve conflicts.
- Local resource people facilitate putting in place **conventions to end long-term conflicts** and advocate for **duty bearers to address drivers of conflict**, such as scarce natural resources.
- **Marginalized populations, particularly women and youth, are provided an opportunity to contribute to peacebuilding processes** by becoming aware of their rights and responsibilities, learning about non-violent conflict transformation, provided with a space to exchange with religious leaders and other peacebuilding structures, and contribute to the development of their own community.

This Theory of Change assumes that rights holders are active participants in their own community development and that there is goodwill on behalf of duty bearers to fulfil their responsibilities. This also assumes that the security situation will be stable enough for NCA and partners to intervene in Peacebuilding programme areas (Gao, Kidal, and Timbuktu). Other important assumptions are that communities are open to resolving local conflicts and addressing drivers of change.

NCA Mali will ensure that partners have technical support and thematic expertise by reinforcing their capacities in conflict analysis, Reflecting on Peace Practices⁴⁴ and REFLECT.

Programme Description: NCA's Peacebuilding programme in Mali is in many ways a continuation of the Peace programme from the last strategic period. The primary approach to creating a culture of peace and non-violence through the establishment, training and supporting EPRs remains at the heart of the programme. Building on past gains and lessons learned, NCA aims to take the programme further by:

- Broadening the representativeness of each EPR so that it includes members from under-represented groups within each community;
- Increasing the role of religious leaders, who important actors in Malian society, in the EPRs and local peacebuilding initiatives;
- Increasing the role of women in EPRs, who in the past have represented at least half of each team. NCA will employ strategies so women have increased influence within each EPR;
- Increased participation of youth and youth associations in peacebuilding processes, in an effort to alleviate youth frustrations with regard to exclusion in decision making;
- Providing marginalized and vulnerable groups, namely women and youth, with literacy and numeracy skills, in addition to conflict management training, so they are better equipped to contribute to a culture of peace;
- Collaborating with the broader civil society by creating civil society forums where EPRs can exchange dialogue with local women's and youth associations and other civil society actors about peace initiatives, conflict, and inform of resolved conflicts where EPRs facilitated the process;

⁴⁴Reflecting on Peace Practice (RPP), developed by Collaborative Development Action (CDA) aims to improve the effectiveness of peacebuilding practice. The program's overall goal is to improve understanding of what is effective in peacebuilding practice, and to strengthen strategy development, program design, and monitoring and evaluation to achieve greater impact. See: <http://www.cdacollaborative.org/programs/reflecting-on-peace-practice/>

- Deepening the existing EPRs knowledge of conflict management and non-violent conflict transformation approaches; this will also be accompanied by literacy and numeracy training for those who need it;
- Solidifying the legitimacy of EPRs so that that key authorities continue to perceive them as relevant actors and complementary with the formal system; this will also open the possibility of EPRs to play a role in transitional justice initiatives, as outlined in the yet-to-be implemented Peace Accord; dissemination of the translated Peace Accord.

NCA will address the needs of youth, who both have great potential to contribute to change, but in the current environment fuel conflict. In addition to the aforementioned programme strategies, NCA will identify and map out complementary civil society actors, who have existing vocational training programmes for unemployed youth in an effort to address the youths' needs without duplicating efforts.

Problem Statement/Needs Analysis: In Kidal, Timbuktu, and Gao, access to safe and adequate water is exceptionally low and constitutes one of the most serious problems for the population. According to an April 2015 study of water access in urban areas of Kidal, Timbuktu and Gao by REACH and UNICEF⁴⁵, "access to water remains below Sphere standards for at least half of the population [in these regions], especially regarding the quantity of water that is being consumed, the time required to access the source, the long distances from water points and the quality of water." Given the disparities in access to safe and adequate water between urban and rural areas throughout Mali (91% vs. 46%, respectively⁴⁶), NCA's experience assumes that the aforementioned standards in the rural areas of these three regions is even lower than what was reported for urban areas. The causes are manifold: 1) Chronic poverty and lack of basic service provision, particularly for the sparsely populated northern regions who have been disenfranchised for decades, due to governance issues and various structural issues. 2) Cyclical climatic events, such as erratic rainfall. The three northern regions are among those with the highest exposure to drought⁴⁷, deeply affecting the population's health and well being, in addition to their agriculture and pastoral activities. 3) Exposure to conflict. The 2012 politico-security crisis, after which 100,000 people remain displaced⁴⁸, also destroyed or damaged water infrastructure.

Access to improved sanitation is even more acute in rural areas. Only 16% of the rural population in Mali has access to improved sanitation⁴⁹. The root causes of sanitation problems are open defecation or livestock feces, particularly near wells and water points. There are strong correlations between deteriorated access to clean water and public health risks that affect the population in northern Mali. Eleven per cent of children under five in Mali die of diarrhoea⁵⁰ and Mali ranks seventh out of 194 in under-five mortality⁵¹. Over one-quarter of children are moderately to severely underweight⁵².

Lack of safe and adequate water and limited access to sanitation affects not only the population's health and well-being, but it is detrimental to their productive activities. Eighty per cent of this population relies on agriculture as a primary source of income; therefore water is of vital importance for agriculturists and pastoralists alike. Moreover, access to water can be the source of local conflict, and NCA's experience is that it is often at the root of the local conflicts resolved by the EPRs trained in the former Peace programme. NCA's experience in Kidal, for instance, indicates that the time nomadic communities often have to travel to access water is up to an entire day, depriving those who collect water the opportunity to go to school or engage in other productive activities. As women and girls are disproportionately burdened with water collection, which exacerbates gender inequalities and puts their personal security at risk.

To respond to this need, NCA Mali will implement a comprehensive WASH programme in Gao, Kidal, and Timbuktu in partnership with six civil society organisations, with preference to communities where NCA has existing programmes. The goal of the programme is to provide rights holders with access to adequate and sustainable WASH services, allowing them to lead a healthy life. NCA Mali's WASH programme will directly contribute

⁴⁵REACH: *Accès à l'eau, Communes de Kidal, Tombouctou et Gao, Avril 2015:*

http://www.reachresourcecentre.info/system/files/resource-documents/reach_mli_rapport_acces_a_leau_et_vulnerabilite_avril_2015.pdf

⁴⁶World Bank Data Mali 2014: <http://data.worldbank.org/country/mali>

⁴⁷USAID Office Of Food For Peace Food Security Desk Review For Mali, FY2015–FY2019:

<https://www.usaid.gov/sites/default/files/documents/1866/FFP-Desk-Review-Mali-Feb2015-Final.pdf>

⁴⁸UNHCR 2015 country operations profile – Mali: <http://www.unhcr.org/pages/49e484e66.html>

⁴⁹World Bank Data Mali 2014: <http://data.worldbank.org/country/mali>

⁵⁰Unicef 2014: *Committing to Child Survival: A Promise Renewed*

http://files.unicef.org/publications/files/APR_2014_web_15Sept14.pdf

⁵¹Unicef: *The State Of The World's Children 2015:*

http://www.unicef.org/publications/files/SOWC_2015_Summary_and_Tables.pdf

⁵²Ibid.

to the Malian government's *Plan National d'accès à l'eau potable, 2004-2015*⁵³, which is still applicable until a new framework is in place.

Theory of Change:

Desired change: Rights holders access adequate and sustainable WASH services.

Development hypothesis: *If communities have access to safe and adequate water supply for household and productive purposes, have adequate sanitation facilities and sound hygiene practices to stop the spread of diseases, and rights holders demonstrate ownership and ensure sustainability of services, then they will have healthier lives.*

This change will happen if the following preconditions are met

- **Rights holders demonstrate ownership** for community WASH services and **duty bearers acknowledge responsibilities** vis à vis rights holders: WASH services must first be available, and rights holders' active participation in and ownership of the services is key to their sustainability.
- Men and women, boys and girls **practice hygiene** measures that protect themselves against key public health risks and have **adequate and sustainable sanitation** services: Knowledge of public health risks and how they are spread plus the application of positive hygiene practices is key to improving rights holders' health.
- Men and women, boys and girls have **sound, sustainable and at least basic water supply services** for their household and productive purposes:

This Theory of Change assumes that rights holders are active participants in their own community development and that there is goodwill on behalf of duty bearers to fulfil their responsibilities. This also assumes that that the security situation will be stable enough for NCA and partners to intervene in WASH programme areas (Gao, Kidal, and Timbuktu). Other important assumptions are that communities are open to changing negative hygiene and sanitation practices that perpetuate public health risks and that they manage their water supply in an equitable and sustainable manner.

In addition to its primary role in providing overall support to partners, NCA will ensure that they have the technical competencies to implement the program and maximize impact in addition to ensuring that partners implement all WASH programmes according to international standards. NCA will ensure coordination among stakeholders and contribute key information from the intervention areas to various coordination forums, such as the WASH Cluster.

Partners are responsible for project implementation. They will ensure that rights holders have the skills to be effective participants in the WASH committee; manage water and sanitation infrastructure; and sustain water supply. Partners are also responsible for handing over infrastructure to local authorities at the end of the project.

Description of programme:

NCA's WASH programme in Mali is new to the programme portfolio in this strategic period. In line with NCA's global WASH programme, NCA Mali will implement a programme where by water, sanitation and hygiene services will be integrated to achieve a maximum health benefits in target communities. The primary programme strategies to achieve the programme goal are:

- Mobilising communities to establish gender-balanced WASH committees, who will have a clear indication of their roles and responsibilities. Women will not only represent at least half of the WASH committee members, but efforts will be made to increase their leadership role and influence within the committee;

⁵³*Plan National d'accès à l'eau potable 2004-2015:* http://www.pseau.org/sites/default/files/fichiers/mali/4-Plan_national_d_acces_a_l_eau_potable_2004-2015.pdf

- WASH committees will also be held accountable to rights holders in the community; In an effort to ensure community “buy in” and service sustainability, rights holders will contribute materially, financially or with labour to construction and maintenance of WASH infrastructure;
- WASH committees will make community-level action plans, which will be shared with municipal-level local authorities, who are the primary duty bearers in the WASH programme. Rights holders will meet regularly with them to ensure a strong collaboration. They will also advocate for duty bearers to take their recommendations into account for municipal-level WASH work plans.
- Through awareness raising about public health risks and their causes, partners will sensitize and mobilise rights holders so they transport, store and treat water appropriately; implement community-wide initiatives to stop open defecation; and practice improved hygiene, such as hand washing at critical moments.
- WASH committees will plan and implement initiatives for the collection and safe disposal of waste. There will also be initiatives to increase the demand for low-cost sanitation in communities; sanitation facilities at the household level will also contribute to decreasing protection risks for girls and women.
- Water infrastructure will be constructed or rehabilitated so rights holders have access to safe and adequate water supply for domestic and productive purposes.
- Owing to the importance of cattle among many populations in northern Mali, there will be measures put in place to manage water supply for both humans and livestock. Expansion of water services aims to reduce the distance that women and girls must travel to collect water and reduce exposure to personal security risks. Efforts will be made so the water collection containers are adapted for those who are responsible for water collection. WASH committees will put in place measures to ensure the sustainability of water infrastructure, and be trained how to manage and repair the water schemes.

Problem Statement/Needs Analysis:

Mali's cultural and ethnic norms weigh heavily against women. This, coupled with poverty especially in rural areas, determines low development indices recorded for women. The 2013 Gender Inequality Index (GII) ranks Mali as 143 of 146 countries⁵⁴. Early marriage is a very common harmful traditional practice, with marriage rates under 18 in Kidal at 84%; in Mopti at 74%; in Gao at 71%; in Timbuktu at 64%⁵⁵. According to UNICEF's State of the World's Children 2015, Mali has the sixth highest child marriage prevalence in the world⁵⁶. Once married, only 6.9% of girls and women use contraception⁵⁷. Forty-five per cent of girls are both married and give birth to their first child by the age of 18⁵⁸, and 47% of deliveries are assisted by a skilled birth attendant⁵⁹. Complications from pregnancy and child birth are the leading cause of death among girls aged 15-19 in the developing world⁶⁰, demonstrating a clear link between early marriage and maternal mortality.

The sum of these factors give rise to a high prevalence of obstetric fistula, which not only endangers the life of the mother and her unborn child, but also is the cause of shame and social exclusion. Female genital mutilation (FGM), is precondition for marriageability in Mali⁶¹ and a source of shame and exclusion if a girl is not cut. FGM, therefore, is another widespread harmful traditional practice. The EDSM-V found that 91% of Malian women 15–49 years of age have undergone some form of FGM, which is one of the highest levels in the world and reflects deep-seated gender norms that disempower women⁶². The consequences of harmful traditional practices also have lifelong affects and impede women's and girls' social well-being.

Conflict-related sexual violence is emerging in northern Mali, but insecurity has contributed to limited reporting. According to a recent report from the United Nations Secretary General to the Security Council⁶³, "in 2014, the United Nations recorded 90 allegations of conflict-related sexual violence, 69 rapes and 21 sexual assaults.

To respond to this need, NCA Mali will implement a gender-based violence programme to change the dominant social norms that uphold harmful traditional practices and violence against women and girls. This programme will be implemented in partnership with five civil society organisations in the regions of Mopti, Gao and Timbuktu. The goal of the programme is to reduce gender-based violence, contributing to fulfilling girls and women's right to a life free from violence and their right to health. NCA's GBV programme in Mali will directly contribute to the *Plan d'action nationale pour la promotion de l'abandon des MGF/Excision* (PNLE) or National Action Plan for the Eradication of FGM and the *Plan d'action 2010-2014 de lutte contre la pratique du mariage précoce* or the National Action Plan for the Eradication of Early Marriage (2010-2014).

⁵⁴UNDP Gender Inequality Index 2013: <http://hdr.undp.org/en/content/table-4-gender-inequality-index>

⁵⁵United Nations Population Fund: https://www.unfpa.org/sites/default/files/resource-pdf/ChildMarriage_8_annex1_indicator-definition.pdf

⁵⁶Unicef: The State Of The World's Children 2015: http://www.unicef.org/publications/files/SOWC_2015_Summary_and_Tables.pdf

⁵⁷EDSM V

⁵⁸Reviews in Obstetrics and Gynecology, Obstetric Fistula: Living With Incontinence and Shame (2008). <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2621054/>

⁵⁹Unicef: The State Of The World's Children 2015

⁶⁰Universal Access Project; Briefing Cards on Sexual and Reproductive Health and Rights (srhr) and the Post-2015 Development Agenda: <http://www.unfoundation.org/what-we-do/campaigns-and-initiatives/universal-access-project/briefing-cards-srhr.pdf>

⁶¹United Nations Population Fund: <http://www.unfpa.org/resources/female-genital-mutilation-fgm-frequently-asked-questions>

⁶²EDSM V

⁶³Report on Conflict Related Sexual Violence to the United Nations Security Council, 2015:

http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s_2015_203.pdf

Theory of Change:

Desired change: Reduction in Gender-Based Violence

Development hypothesis: *If social norms that uphold gender-based violence are replaced with social norms that condemn gender-based violence and all community members, including traditional and religious leaders, collectively commit to ending harmful traditional practices, then there will be a reduction in gender based violence in programme areas.*

This change will happen if the following preconditions are met:

- **Dominant social norms protect girls and women from GBV**, whereby communities have increased awareness of their rights and responsibilities, as well as the causes and consequences of GBV; demonstrate social actions to reduce GBV and males act as change agents to promote positive and transformative masculinities;
- **Communities and faith actors commit to ending harmful traditional practices**, such as FGM and Early Marriage through the signature of local conventions to end harmful traditional practices and the establishment of mechanisms to monitor a communities commitment to the convention;
- **Conventional reproductive health services are preferred over harmful traditional practices** by raising awareness about sexual and reproductive health rights and the harmful health consequences of early marriage, such as obstetric fistula; and
- **Duty bearers implement laws and devote adequate resources to end GBV and harmful traditional practices**, whereby there is a national law to make FGM illegal in Mali and local budgets allocate resources for survivors of gender-based violence.

This Theory of Change assumes that rights holders are active participants in their own community development and that there is goodwill on behalf of duty bearers to fulfil their responsibilities. Another important assumption is that community members are open to changing dominant social norms that uphold GBV. NCA must also assume that the security situation will be stable enough for NCA and partners to intervene in programme areas (Mopti, Gao, and Timbuktu).

Programme Description: NCA's GBV programme in Mali is largely a continuation of the same programme from the last strategic period. One notable change starting in 2016 is that there will be a more robust focus on GBV in conflict and post-conflict settings⁶⁴, in an effort to protect women survivors of gross human rights violations, such as conflict-related sexual violence. This new component will enhance NCA's work in Mali on social norm change. Components from this part of the GBV programme will be further developed in 2016. Based on lessons learned from the previous strategic period, NCA will build on awareness raising activities and focus more on social mobilisation. Finally, there will be an important accent put on the participation of all men, ranging from male youth and heads of households to traditional and religious leaders. Other programme elements include:

- Women and youth association members will have increased knowledge about the causes and consequences of GBV, the health consequences of harmful traditional practices, as well as their own rights and responsibilities, so they will be empowered and equipped to prevent GBV;
- Increasing the role of men in ending GBV;

⁶⁴NCA signed a multi-year agreement with Norwegian Ministry of Foreign Affairs entitled, *Thematic Programme on Reduction of Gender Based Violence in Conflict and Post-conflict Settings*. This programme, covering the period 1 June 2014-21 December 2017, and will be implemented in the Democratic Republic of Congo, Mali, South Sudan and Somalia. Reduction of GBV in conflict and post-conflict settings is a key priority in NCA's work, and this project contributes to the global programme on reducing GBV. This programme is based on NCA's good results from the GBV programme in DRC, and this programme intervention focuses piloting these good practices from the DRC programme in Mali, South Sudan and Somalia.

- Community members will participate in community dialogues to address gender-based violence and harmful traditional practices as well as discuss sexual and reproductive health rights;
- Imams, Marabouts and other religious actors will have the knowledge and skills to end GBV, through participation in Quran study circles. They will play a role in promoting positive masculinities and gender equality norms that reject GBV and support the rights of girls and women;
- Religious leaders taking greater action to end GBV by making public declarations and sermons to condemn GBV and in support of social norms to protect girls and women;
- Provision of services for women and girls who have been subjected to violence;
- Increasing information about and access to family planning and contraceptives for all women, particularly for married adolescents who are at a high risk of obstetric fistula and other complications during childbirth.

One project that will continue outside of NCA's global programmes is the Local Democratic Governance Program for the Management of Natural Resources which is being implemented with four other international NGOs (SNV, Helvetas, Swiss Intercoopération and Diakonia) and is funded by SIDA through June, 2017. This is the third phase of this programme, which began in 2005. This programme contains aspects of NCA's programmes from the last strategic period: Climate Change Adaptation, Peace, Resilience and Women in Governance programmes.

Problem Statement/Needs analysis: Mali, as one of the poorest countries in the world, faces broad and deeply rooted causes of poverty. This is fuelled by factors that are both natural and manmade. Harsh climatic conditions, particularly in the north, are increasingly more severe. Only one-third of all of Mali's is considered suitable for agricultural use⁶⁵, and climate change is slowly spreading the Sahara Desert further south. In a country where 80% of the population depend on natural resources, with livelihood activities ranging from agriculture to fishing and livestock, the pressure on the land is becoming increasingly more difficult. This has a multitude of adverse affects on the population, including conflict over scarce natural resources and deepening poverty. All of this is compounded by recurring conflict, disparities in basic service delivery between the urban and rural populations, which disproportionately affect the people in the north and weak governance of property rights. Natural resources themselves are not the problem at hand, but rather humankind's management, governance, and use of these resources that generate conflict.

To respond to this need, NCA is implementing a programme, in partnership with three civil society organisations in Gao and Timbuktu with the goal of contributing to consolidating peace and poverty reduction through implementing a programme centred on equitable, sustainable, and inclusive natural resource management.

Programme goal and theory of change:

Desired change: Reduced poverty through secure land ownership through inclusive and accountable management of natural resources that are exploited sustainably and equitably.

Development hypothesis: *If land is managed in an inclusive and accountable manner, and natural resources are exploited sustainably and equitably, then there will be a reduction in poverty.*

This change will happen if the following preconditions are met:

- Agriculturalists and pastoralists **enjoy their right to access and use natural resources** through knowledge about property rights and laws.
- Duty bearers **equitably govern the use of natural resources** and are held accountable through the **increased citizen participation** of rights holders.
- Agricultural and pastoral **land is exploited in a sustainable manner** through the adoption of new techniques to conserving or restoring degraded forests and pasture land, which will increase the likelihood of their long-term use.

Programme description: This is the third phase of the Local Democratic Governance programme, which began in 2005. It contains aspects of NCA's programmes from the last strategic period: Climate Change Adaptation and Peace, Resilience and Women in Governance programmes. The main elements of this phase are:

- Supporting local authorities and competence building for rights holders about land rights;
- Capacity strengthening for civil society organisations in their efforts to advocate on issues related to land rights and management of natural resources;

⁶⁵World Bank Data Mali 2014: <http://data.worldbank.org/country/mali>

- Supporting women's and youth activities related to the exploitation of natural resources;
- Disseminating methodologies and techniques to ensure the sustainable exploitation of natural resources;
- Organising public debates about land and natural resource management; and
- Training citizens on tracking and following up on authorities' decisions related to land and natural resource management.

7. Emergency preparedness and response

NCA responded to the complex humanitarian emergency last strategic period by providing emergency assistance during the devastating drought in 2010-2011 and political instability and armed conflict in 2012. NCA Mali's intervention during this period was multi-sectoral, in the domains of food security, livelihood, WASH, and protection. NCA Mali also implemented a small humanitarian mine action project in Kidal in 2014-2015, owing to NCA's knowledge of the region. A total of fourteen different partner organisations were implementing NCA's emergency programme when the activities were at their peak.

In the next strategic period, NCA Mali will continue to respond to emergencies in its three main regions of intervention: Gao, Kidal and Timbuktu. Interventions in Mopti and Bamako will be considered, according to need and NCA's and partners capacity to respond.

NCA will continue the emergency response strategy in place since 2014: **1) Select fewer partners for humanitarian interventions**, since administering the funds for the multi-sectoral emergency response to a broad number of partners proved to be cumbersome and was not optimally efficient. **2) Focus on WASH Sector interventions.** Despite the range of humanitarian needs in the north, particularly as the conflict persists and vulnerability to climatic hazards have increased, NCA will largely limit its humanitarian interventions to those within the WASH Sector. This is to increase efficiency and impact, facilitate coordination with other humanitarian actors and draw on competence and resources that NCA has built globally.

The lack of sufficient water is a threat to people's lives in many communities in the north. According to the WASH Cluster⁶⁶, this situation is due to the limited access to drinking water, a high number of non-functional water points and the drying up of several ponds. As a result, nomadic populations gather around a few remaining water points. In 2015 it is estimated that nearly 54 600 people are affected by water scarcity in Gao and Timbuktu⁶⁷. In Kidal the situation is even more difficult.

Returning refugees and IDPs are rights holders that NCA will continue to prioritize. Women, children, and elderly were the primary beneficiaries of NCA's humanitarian interventions in the last strategic period, and this will continue. Since humanitarian crises tend to impact these rights holders more broadly, NCA will continue to design its interventions to consider their specific needs. Community committees, such as WASH committees are always gender balanced. Women, in particular, are more vulnerable in conflict settings, and therefore NCA will take particular steps so they are not exposed to additional risks, such as sexual and gender-based violence. Conflict sensitivity is another key consideration in all humanitarian interventions.

NCA Mali will develop an emergency preparedness response plan (EPRP) by the end of 2015 in consultation with partners and relevant stakeholders. The plan will address NCA Mali's preparedness to respond to potential disasters and plan for them as fully as possible.

Since 2012, there has been a dramatic shift in the presence of UN actors in Mali. Prior to the politico-security crisis, OCHA was not yet present in Mali. Since 2012, NCA Mali has participated in different humanitarian coordination fora, particularly those focusing on WASH, food security and protection. NCA Mali staff will continue to participate actively in cluster meetings in sectors in which NCA and partners intervene. Participation in UN humanitarian fora ensures better coordination and harmonisation with other humanitarian actors and UN agencies, while at the same time enhancing NCA's visibility. NCA adds value to these fora given its extensive experience in and knowledge of the affected regions.

⁶⁶Wash Cluster Mali June 2015 Bulletin:

http://www.washclustermali.org/sites/default/files/compte_rendu_wash_cluster_reunion_17_juin_2015_version_finale_0.pdf

⁶⁷OCHA Mali Humanitarian Bulletin June-July 2015

8. Finance and funding

Official development assistance (ODA) flow to Mali peaked in 2013 with \$1.39 billion⁶⁸ following the politico-social crisis that began the previous year with the coup d'état and influx of jihadists. Since then, aid to Mali has declined, yet the population's needs are greater than ever with heightened instability and cyclical drought.

The top gross donor for Mali in 2013 was by far the United States. Other prominent donors for Mali include European Union institutions, the World Bank, France, Canada, the African Development Fund, Germany, Netherlands, Sweden and Japan⁶⁹. Despite the very recent decline in aid to Mali following the peak of the crisis in 2012, there remain many and diverse funding opportunities and interest from donors in Mali, partially owing to the country's extreme vulnerability due to endemic poverty, cyclical drought and instability fuelled by threats from terrorists groups. In fact, funding trends indicate that development aid to civil society is proportionately higher in more fragile contexts⁷⁰, where the state is weaker and the needs tend to be greater. Accessing these funds, however, is increasingly competitive, in part due to the large number of actors and donor interest in innovation.

The past strategic period, NCA had a relatively diverse funding base in Mali (26% came from non-Norwegian institutional donors in 2014). While Norwegian institutional donors remain a vital benefactor, further diversifying NCA funding base in Mali is imperative to ensure sustainability. Donors have been mapped out and targeted for the new strategic period and NCA will concentrate on cultivating relationships with a small number of new, strategically important donors (see Annex 5). NCA will begin the new strategic period with secured funding for its GBV programme with funds from the Dutch Embassy in Bamako and for its Local Democratic Governance programme with funds from SIDA. While this is an important foundation for the future, efforts will be made to raise funds for all three programmes to safeguard sustainability and foster program growth. Globally, NCA will strive for closer cooperation with Norwegian corporate donors and Norwegian businesses abroad, specifically with regard to funding for WASH and economic empowerment. These foci will be to NCA advantage.

Sectors which bilateral donors prioritise in Mali include humanitarian aid (20%) health and population (18%), education (11%)⁷¹. Funding trends include collaboration in consortia and scaling innovative programs. NCA will therefore prioritise applying funds in collaboration with other agencies and ACT Alliance members and collaborate with forward-thinking partners.

Donor interests are in line with both the needs of the population, NCA programmatic areas for the next strategic period in Mali, particularly with regard to Peacebuilding and WASH. NCA is encouraged by the Norwegian government's citation of Mali as one of six fragile states prioritized for development cooperation. Based on these factors, NCA expects that each programme will maintain its current donors and be able to attract new ones. Due to the relatively large number of actors in Mali, modest growth per program can be expected.

⁶⁸OECD Interactive Summary Chart: Accessed 10 September 2015:

https://public.tableau.com/views/AidAtAGlance_Recipients/Recipients?:embed=n&:showTabs=y&:display_count=no?&:showVizHome=no#_1

⁶⁹Ibid.

⁷⁰Civil Society Aid Trends 2015, Baobab Briefing No 3: <http://www.baobab.org.uk/wp-content/uploads/2015/01/BBaidTrends2015.pdf>

⁷¹OECD Interactive Summary Chart.

Forecasted income (NOK)

Year		2016	2017	2018	2019	2020	Total
Programmes	Peacebuilding	14 373 724	14 000 000	14 000 000	14 000 000	14 000 000	70 373 724
	WASH (long-term)	4 545 846	7 000 000	10 000 000	10 000 000	10 000 000	41 545 846
	WASH (humanitarian)	7 499 334	8 000 000	10 000 000	10 000 000	10 000 000	45 499 334
	GBV	8 759 449	12 000 000	12 000 000	12 000 000	12 000 000	56 759 449
	LDG	5 901 233	3 000 000	0	0	0	8 901 233
Grand Total		41 079 586	44 000 000	46 000 000	46 000 000	46 000 000	223 079 586

9. Monitoring and evaluation

Monitoring principles and practices: To ensure that all projects are implemented in line with donor compliance standards, NCA Mali's main principles and practices of monitoring are guided by 1) NCA's global programme management standards and financial monitoring principles; and 2) risks management associated with implementing projects in insecure intervention zones.

Having worked in partnership with many of the same partner organisations for the past strategic period, partners have already received training on monitoring best practices and ethics, particularly with regard to gender sensitivity and Do No Harm principles. These capacities will be refreshed each year in an effort to increase their monitoring capacities, which can be one of their greatest weaknesses.

NCA will fine tune its approach and methods to monitoring and reporting. A mutually agreed upon monitoring framework will be developed with each partner. NCA will continue to use gender sensitive monitoring methodologies. All indicators will be disaggregated by gender and age. Monitoring will also be conducted according to Do No Harm principles. NCA will periodically update a conflict analysis throughout the strategic period to ensure the programmes do not exacerbate conflict among rights holders in intervention areas.

NCA will plan a minimum of two monitoring visits per partner per calendar year per programme. The timing of the visits will depend upon programmatic milestones and the security situation in the intervention zones. The goal of monitoring visits is to see how the projects have progressed, provide technical support to partners where needed, and compare what was planned to what has been realized. Partners, in turn, monitor each project according to a pre-determined frequency that will be outlined in the MoU with NCA.

One of the main hurdles for monitoring in Mali is risk related to insecurity in the intervention zones. By implementing the global programmes within the regions will NCA will aim to overcome these challenges by investing information and communication technologies to support remote, such as using tablets and accompanying software to manage monitoring information. NCA will also prioritize increasing the capacities of partners to monitor projects and explore peer monitoring among partners within regions.

Evaluations: NCA's global Evaluation Policy informs evaluations in Mali. All evaluations will follow donor compliance standards. Please refer to the list of planned evaluations in the annex. In order to harvest the maximum number of lessons from evaluations, NCA will conduct mid-term evaluations internally, and use external evaluators for end evaluations.

The programmatic theories of change will be reviewed annually. Assumptions will be tested, and NCA's contribution to social change and programme effectiveness will also be examined. Adjustments to programming will be made accordingly.

10. Organisational prerequisites

Competence development: NCA Mali has a well-qualified and committed national staff, including staff with many years work for NCA and other international NGOs. National staff have an in depth knowledge of the geographical intervention areas and extensive field experience. While many important competence areas are covered, others will need to be further developed. NCA Mali will also need to consider the fact that several senior staff members will retire during the coming period and will need to be replaced.

Competences that need to be developed further are writing skills, which can be particularly challenging when working in both English and French; security management; and reinforced capacities to better document results and manage information from monitoring and evaluation missions. Some NCA staff in Mali also need to reinforce their information technology capacities and capacities in other technology areas.

Additionally, NCA Mali staff will see support from staff based in NCA's head office in the following areas:

- *Thematic/programme:* Reflecting on Peace Practices and Do No Harm; technical WASH support; capacity building in participatory approaches within WASH; mainstreaming GBV into the WASH programme; training in REFLECT to reinforce the Peacebuilding and GBV programmes; support and capacity building for GBV-related advocacy; and support to ensure synergies across global programmes.
- *Monitoring and Evaluation:* Simplifying monitoring tools and managing data.
- *Fundraising:* capacity building in proposal writing and donor identification in an effort to broaden NCA Mali's donor base.
- *Human resource management:* support to update routines in accordance with NCA's Routines and Guidelines;
- *Security management:* support on security management in fragile contexts;
- *HAP:* quality assurance on HAP implementation.
- *Management training:* continuous support to ensure efficient leadership and management, according to NCA's Routines and Guidelines.

Human resource needs: Human resources required during the next strategic period include a staff member dedicated to writing proposals and donor reports. This is particularly important as NCA Mali is broadening its donor base and seeks to attract new donors with high compliance standards. A staff person with strong writing skills could also help to raise NCA's profile in Mali by drafting news articles and other communications pieces. Another human resource need is someone who can modernize yet simplify the monitoring and evaluation system.

Cost effectiveness: There are significant challenges in Mali with regard to cost efficiency. First and foremost, Mali is a vast country, with long distances between principal cities, even within the same region. Municipalities in the north are also generally vast which means that NCAs staff and its partners must travel long distances when collecting information and monitoring projects.

Mali is a landlocked country with a limited domestic production, and prices of goods and commodities are high. The conflict has caused a surge in prices for many things, such as gas. Due to the insecurity, NCA and partners must rent private vehicles instead of using project cars, which are targets for carjacking and put drivers and passengers at risk. NCA has increased the number of guards at its offices in Bamako, Gao and Kidal. NCA has participated in a comparative study on salaries and advantages done by FONGIM in 2014. The results showed that the salaries that NCA pays are in the middle segment, which is in line with NCA's global personnel policy.

NCA, however, will continue to make efforts to maximize cost efficiency, while trying not to compromise safety of its staff and programme quality. These efforts include selling project cars that will not be used; combining field visits for multiple purposes and reducing the duration; and having field staff share offices with partner organisations. Cost efficiency is always taken into account when evaluating the partner portfolio and number of partners.

11. Risk management

A number of external and internal risks can threaten our continued operations in Mali or significantly impact program implementation. These risks can be grouped into four categories:

Strategic: The implementation of the Peace Accord could be delayed or parts of the reforms might not be implemented. This could lead to new outbreaks of conflict, increased inter-community violence and even threaten the stability of the state. Some of the areas where NCA and partners are working are controlled by armed opposition groups. With new outbreaks of conflict, access to rights holders and the possibility to travel in programme areas can be difficult or even impossible. If this situation lasts over time, NCA's programmes will be seriously hampered and might have to close.

The absence of legitimate authorities in some areas makes it critical to coordinate with all relevant stakeholders, be transparent and continue to pay strict attention to principles of impartiality and neutrality.

There is a risk of increased terrorism in all parts of Mali, which could make it difficult for NCA and partners to operate. This risk will be mitigated by regular update of the security plan and necessary adjustments of operational procedures.

Operational: The combination of a heavy workload and unstable security situation creates stress and frustration among employees. This requires NCA to update and improve security procedures and to make sure that staff get the necessary security training as well training on how to manage stress and traumatic events. NCA will continue to employ local staff and work in partnership with national organisations that are known in the areas of intervention.

NCA staff members are spread throughout three different locations and transportation and communication is difficult. This makes it challenging to act as one organisation. Too many different employees can interact with partners in an uncoordinated way with the risk of conveying unclear messages.

Several key staff will retire during the coming years which risk of loss of key competences and organisational memory. This will require increased focus on internal and external information and communication as well as a better coordination of NCA's interaction with partners and other stakeholders and improved routines for documentation and archiving.

Financial: As several major crises are happening throughout the world simultaneously, it has become more difficult to secure funding for operations in Mali. This could make it difficult to secure sufficient funding for planned operations. NCA will be more active in seeking funding from a broader range of donors. Staff capacity in terms of writing more complex proposals and adhering to stricter compliance standards may also stand in the way of NCA's competitiveness with regards to funding.

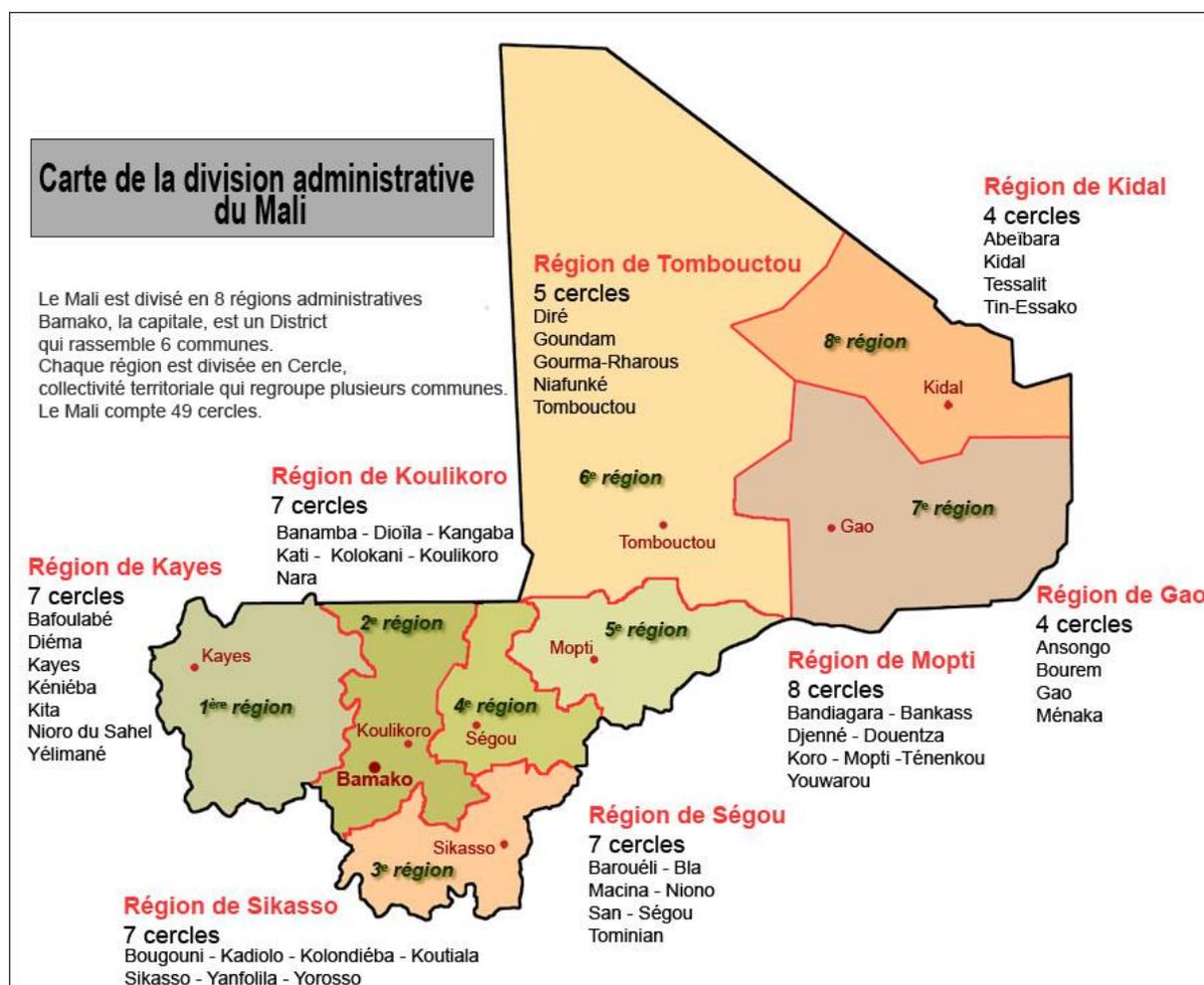
Another risk that cannot be ignored is the risk for fraud and corruption both internally and with partner organisations. Regular updating of routines, internal controls, close monitoring of partner's activities and follow-up of financial and audit reports are NCA's main mitigation strategies.

Hazards: Internet connection especially with Kidal breaks down regularly which can make it difficult to pass on important information. Transportation is difficult because of security and generally during the rainy season and traffic accidents are frequent.

The Country Representative together with the management team, will review the situation regularly and develop mitigation strategies.

Annex 1: Map

Mali is comprised of eight regions, which are further divided into 49 *cercles*. The next smaller administrative unit is *communes*, of which there are 703. *Communes* in this document are referred to as municipalities.



Summary of which regions and *cercles* where NCA operates or plans to operate:

Region and Municipality	Gao	Kidal	Timbuktu	Mopti
Programme				
Peacebuilding	Gao, Ansongo, Bourem, Menaka	Kidal, Abeibara, Tessalit, Tinessako	Timbuktu, Dire, Goundam, Gourma-Rharous	Douentza (2018)
WASH	Gao, Ansongo, Bourem, Menaka	Kidal, Abeibara, Tessalit, Tinessako	Timbuktu, Gourma-Rharous	
GBV	Gao, Ansongo, Bourem, Menaka	Kidal, Tessalit	Timbuktu, Dire, Goundam, Gourma-Rharous	Mopti, Bandiagara, Bankass, Djenne, Douentza, Koro
Local Democratic Governance	Gao, Bourem		Timbuktu, Gourma-Rharous	

Annex 2: Partner information

The composition of NCA's partner portfolio is vital to achieving its goals in the next strategic period. The rationale for selecting any partner and composing a portfolio of partners is determined by partners' local knowledge of the intervention areas and connectedness to its people; rootedness in the areas where they work; and level of legitimacy to implement programmes addressing sensitive issues, such as conflict or social norms related to gender. Additionally, partners are selected based on their experience with and ability to mobilize different groups of stakeholders.

Summary of geographic and thematic areas where partners intervene:

	Peacebuilding	WASH	GBV	Local Democratic Governance
Kidal	AFORD RPL SOLISA	ASSADEC	ASSADEC	
Gao	GARI GRAIP RPL TASSAGHT	GARI TASSAGHT	GREFFA	GRAIP TASSAGHT
Timbuktu	AMSS RPL TASSAGHT	AMADE	AMSS APROMORS WOIYO KONDEYE	AMADE
Mopti			IAMANEH	

Name:	Association pour la Formation, la Recherche et le Développement (AFORD) Association for Training, Research and Development
Type of partner:	Core partner
Year of establishment:	2000
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	5
Number of members⁷²:	19
Management structure:	The management structure consists of the Coordination Committee, with a Programme Coordinator and a Manager of Finance and Administration.
Financial foundation:	Contributions from members, donations and bequests, contributions from donors
Membership in networks (including ACT Alliance⁷³):	AFORD is a member of the Regional NGO Forum in Kidal and the regional NGO Coordination Forum.
Cooperation with local government:	In the absence of administrative authorities and technical services in Kidal, AFORD works closely with municipal authorities (the mayor and municipal councilors), quarter and fraction heads. Annual reports submitted to the Ministry of Territorial Administration and Decentralization.
Other donors:	None
Geographic area:	Kidal region
Thematic/Global programme area:	<input checked="" type="checkbox"/> Peacebuilding <input type="checkbox"/> Gender-based violence <input type="checkbox"/> WASH <input type="checkbox"/> Local Democratic Governance

⁷² **For all partners:** Members in the Malian context include founding members who create the organisations statutes in addition to other individuals who, along with the founding members, contribute a small financial amount each year. Some organisations have a finite number of members, as defined in their statutes, while other organisations keep their membership open. In addition to founding members, sometimes employees and members of the board of directors are also included.

⁷³ **For all partners:** There are no national ACT Alliance members in Mali.

Technical expertise:	AFORD has 15 years' experience in decentralization, governance and conflict management and prevention. Non-violent conflict management and Reflecting on Peace Practice since 2014.
Rationale for NCA's partnership with this organisation:	The rationale for NCA's partnership with AFORD lies in its outreach to the populations in all parts of Kidal and knowledge of the local context with regards to conflicts and governance issues. AFORD was recruited, as one of two new partners, when NCA decided to increase cooperation with partners and reduce operational activities in Kidal.
Year of when partnership with NCA was established:	2014
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, AFORD is responsible for program implementation in peacebuilding, in addition to coordinating between internal and external stakeholders. The added value of working with AFORD is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices, programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	<i>Association Malienne pour le Développement (AMADE)</i> Malian Development Association
Type of partner:	Core partner
Year of establishment:	1983
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	8
Number of members:	23
Management structure:	The Regional Coordinator for Timbuktu reports to the Board of Directors. The Programme coordinator reports to the Regional Coordinator.
Financial foundation:	Contribution from members, donations, contribution from donors
Membership in networks:	National NGO Forums, Network for Advocacy and Lobbying, Education Cluster
Cooperation with local government:	The organisation cooperates closely with the local administration through briefings and sharing of periodic reports (annual reports) as well as participation in various meetings. Reports annually to the Ministry of Territorial Administration and Decentralization
Other donors:	None
Geographic area:	Timbuktu region

Thematic/Global programme area:	<input type="checkbox"/> Peacebuilding <input type="checkbox"/> Gender-based violence <input checked="" type="checkbox"/> WASH <input checked="" type="checkbox"/> Local Democratic Governance
Technical expertise:	AMADE has expertise in several programmatic domains including good governance, education, solar energy, water, hygiene and sanitation, capacity development of grass root organisations.
Rationale for NCA's partnership with this organisation:	The rationale for working with AMADE is its long experience and knowledge of its area of intervention and skills in reaching and mobilising rights holders, especially poor and marginalized women.
Year of when partnership with NCA was established:	1996
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, AMADE is responsible for program implementation in WASH and Local Democratic Governance, in addition to coordinating between internal and external stakeholders. The added value of working with AMADE is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices, programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	<i>Association Malienne pour la Survie au Sahel (AMSS)</i> Malian Association for Survival in the Sahel
Type of partner:	Core partner
Year of establishment:	1991
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	281
Number of members:	65
Management structure:	The management structure consists of the Programme Director, the Manager of Finance and Administration and the Coordinators for each programme.
Financial foundation:	Donations, bequest and contributions from donors
Membership in networks :	AMSS is a member of the Network for Advocacy and Lobbying, Girls not Brides, the Regional NGO forum in Timbuktu, the Platform of African National Humanitarian Organisations, Yelen Bulon and Cadre SAN
Cooperation with local government:	The organisation cooperates closely with the local administration and technical services through briefings and sharing of periodic reports (annual reports) as well as participation in various meetings. Reports annually to the Ministry of Territorial Administration and Decentralization
Other donors:	Inter-Church Cooperation (ICCO), Diakona, UNICEF, Stromme Foundation, Welt Hunger Hilfe, Living Earth Foundation and USAID.
Geographic area:	Timbuktu region

Thematic/Global programme area:	<input checked="" type="checkbox"/> Peacebuilding <input checked="" type="checkbox"/> Gender-based violence <input type="checkbox"/> WASH <input type="checkbox"/> Local Democratic Governance
Technical expertise:	AMSS has 24 years of field experience in a wide range of sectors: conflict prevention and management, gender based violence, health, WASH, organisational and institutional capacity-building.
Rationale for NCA's partnership with this organisation:	The rationale for working with AMSS is the fact that AMSS is a very well established and respected organisation in Mali. AMSS is able to reach out to an important number of local communities and right holders in Timbuktu, even in parts of the region where access is difficult because of conflicts. With its capacity to attract also other donors, AMSS is now an important link to other actors and programmes within peacebuilding. AMSS also has sufficient capacity to be the “lead partner” within the Debbo Alafia programme.
Year of when partnership with NCA was established:	2007
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, AMSS is responsible for program implementation in Peacebuilding and Gender Based Violence, in addition to coordinating between internal and external stakeholders. The added value of working with AMSS is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices, programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	<i>Association pour la Promotion du Monde Rural au Sahel</i> (APROMORS) Association for the Promotion of Rural Sahel
Type of partner:	Core partner
Year of establishment:	1994
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	44 including 4 trainees
Number of members:	5 founding members (all members of the Board of Directors)
Management structure:	The organisation has a Board of Directors consisting of the founding members. The management of the organisation is delegated to the Executive Director, assisted by the Programme Coordinators and an accountant and an administrative assistant
Financial foundation:	The organisation has income from renting out their conference room and from a small guest house on their premises, in addition to contributions from donors
Membership in networks :	Coordination of NGOs working on Health (Groupe Pivot Santé Population), Regional Coordination of NGO
Cooperation with local government:	The organisation cooperates closely with the local administration through briefings and sharing of periodic reports (annual reports) as well as participation in various meetings. Reports annually to the Ministry of Territorial Administration and Decentralization
Other donors:	Care International, OFDA, Swiss Confederation, UNICEF and WFP.
Geographic area:	Timbuktu region

Thematic/Global programme area:	<input type="checkbox"/> Peacebuilding <input checked="" type="checkbox"/> Gender-based violence <input type="checkbox"/> WASH <input type="checkbox"/> Local Democratic Governance
Technical expertise:	APROMORS has a long experience of community based work in insecure environments, including maternal health, reproductive health, family planning, behavior change communication. Two medical doctors are employed by the organisation.
Rationale for NCA's partnership with this organisation:	APROMORS is one of two new partners that were recruited to ensure the multi-actor approach that is part of the Debbo Alafia programme design. APROMORS was chosen specifically because of its experience and expertise in reproductive health and family planning. These elements are integrated in the Debbo Alafia programme, but new to NCA in Mali.
Year of when partnership with NCA was established:	2015
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, APROMORS is responsible for program implementation in Gender Based Violence, in close cooperation and coordination with the other partners in the Debbo Alafia Programme (AMSS and WOIYO KONDEYE). The added value of working with APROMORS is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA Mali reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA Mali reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices; programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	Association Sahélienne d'Appui au Développement Décentralisé (ASSADEC) Sahelian Association for Decentralised Development
Type of partner:	Core partner
Year of establishment:	2002
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	14
Number of members:	9
Management structure:	The organisation has a Board of Directors that supervises the Technical Team, led by the Programme Coordinator.
Financial foundation:	Contributions from members, contributions from local communities, contributions from donor
Membership in networks:	NGO Coordination Forum in Kidal, Civil Society Organisations' Forum in Kidal, Advocacy Network for Peace in Kidal.
Cooperation with local government:	Where feasible ⁷⁴ , the organisation regularly provides information to the local administration with regards to its interventions through meetings, briefings and periodic reports. Submits annual reports to the Ministry of Territorial Administration and Decentralization
Other donors:	None
Geographic area:	Kidal region
Thematic/Global programme area:	<input type="checkbox"/> Peacebuilding <input checked="" type="checkbox"/> Gender-based violence <input checked="" type="checkbox"/> WASH <input type="checkbox"/> Local Democratic Governance
Technical expertise:	ASSADDEC has 13 years' field experience. It's expertise include income-generating activities for women and youth, women in governance, climate-change adaptation, water supply and distribution, hygiene, sanitation, food security and emergency humanitarian assistance.
Rationale for NCA's partnership with this	This woman headed organisation is successfully mobilizing poor and marginalized women to engage in income gener-

⁷⁴ Most of Kidal region is currently controlled by armed opposition groups.

organisation:	ating projects, and encouraged women to participate in decision making structures. ASSADEC is also able to do advocacy work in the complex context of Kidal and to convince communities, including civil society actors, political parties and local and religious leaders to accept the participation of women in decision making fora. ASSADEC is able to work in parts of the region that are difficult to reach for other actors, for instance the municipality of Tinzawaten.
Year of when partnership with NCA was established:	2003
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, ASSADEC is responsible for program implementation in WASH and Gender Based Violence, in addition to coordinating between internal and external stakeholders. The added value of working with ASSADEC is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices, programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	<i>Groupement des Artisans Ruraux d'Intadeyne</i> (GARI) Intadeyne Rural Craftsmen Group
Type of partner:	Core partner
Year of establishment:	1987
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	10
Number of members:	45
Management structure:	The organisation has a Board of Directors, an Executive Director, a Manager of Finance and Administration and several Programme Coordinators.
Financial foundation:	Contribution from members, income from consultancies/ services, contributions from donors
Membership in networks :	GARI is a member of the Network of Non-Formal Education Actors (Yeelen Bulon), the Regional NGO Coordination Forum in Gao, the WASH, education and food security clusters.
Cooperation with local government:	The organisation cooperates closely with the local administration through briefings and sharing of periodic reports (annual reports) as well as participation in various meetings. Reports annually to the Ministry of Territorial Administration and Decentralization.
Other donors:	World Food Programme, Norwegian Refugee Council, the Malian Commission for Food Security
Geographic area:	Gao region
Thematic/Global programme area:	<input checked="" type="checkbox"/> Peacebuilding <input type="checkbox"/> Gender-based violence <input checked="" type="checkbox"/> WASH <input type="checkbox"/> Local Democratic Governance
Technical expertise:	GARI has long experience and a proven track record in planning and implementing development and humanitarian programmes including peacebuilding and good governance, WASH, formal and non-formal education, adult literacy.

<p>Rationale for NCA's partnership with this organisation:</p>	<p>GARI is founded by representatives from the former slave population in north Mali and has a strong legitimacy among rights holders. The collaboration with GARI has been important for NCA's understanding and development of the Rights Based Approach in Mali. The Executive Director of GARI, Ibrahim ag Idbaltanat has participated in the peace negotiations in Alger as an advisor to the Government, something that underlines GARI's status and strategic importance for NCA's programme in Mali.</p>
<p>Year of when partnership with NCA was established:</p>	<p>2005</p>
<p>Division of labour between NCA and partner (added value each brings):</p>	<p>Rooted in the communities where they operate, GARI is responsible for program implementation in Peacebuilding and WASH, in addition to coordinating between internal and external stakeholders. The added value of working with GARI is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices, programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	<i>Groupe de Recherche pour l'Amélioration des Initiatives des Populations (GRAIP)</i> Research Group for Improving Community Initiatives
Type of partner:	Core partner
Year of establishment:	1994
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	16
Number of members:	12
Management structure:	The organisation has a Board of Directors elected by the General Assembly. The management of the organisation is delegated to the Executive Director who is assisted in this task by the Deputy Director and the Administration and Finance Manager.
Financial foundation:	Contributions from members, donations, contributions from donors
Membership in networks :	GRAIP is a member of several networks including the regional NGO coordination forum, Road 7 (a network that brings together NGOs that support decentralization in Gao region), Network for Advocacy and Lobbying (RPL), Yelen Bulon Literacy Network and the Dryland Coordination Group.
Cooperation with local government:	The organisation cooperates closely with the local administration through regular updates and sharing of periodic reports (annual reports) as well as participation in various meetings. Reports annually to the Ministry of Territorial Administration and Decentralization
Other donors:	UN Women (ends in 2015)
Geographic area:	Gao region

Thematic/Global programme area:	<input checked="" type="checkbox"/> Peacebuilding <input type="checkbox"/> Gender-based violence <input type="checkbox"/> WASH <input checked="" type="checkbox"/> Local Democratic Governance
Technical expertise:	<p>The organisation's local knowledge and experience in long term local development have been key to their successful involvement of mobilizing local communities in taking responsibilities for their own development through setting up local peace building structures and supporting local communities with increased food security through saving groups and improved agricultural infrastructure.</p>
Rationale for NCA's partnership with this organisation:	<p>The rationale for working with GRAIP is its experience, commitment and capacity to work in highly insecure and hard-to-reach locations in the Gao region. GRAIP's focus on farmers and fishermen and TASSAGHT's focus on agro-pastoralists and nomadic people have given their joint peacebuilding initiatives a good success rate because the setup has trust among all stakeholders.</p>
Year of when partnership with NCA was established:	2000
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, GRAIP is responsible for program implementation in Peacebuilding and Local Democratic Governance, in addition to coordinating between internal and external stakeholders. The added value of working with GRAIP is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA Mali reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA Mali reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices; programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	<i>Groupe de Recherche, d'Etude, de Formation Femme Action (GREFFA)</i> Women Action Research, Study and Training Group
Type of partner:	Core partner
Year of establishment:	1995
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	29
Number of members:	7
Management structure:	The management structure consists of a Board of Directors with 7 members, Executive Director, Manager of Finance and Administration. The Executive Director supervises the programme coordinators.
Financial foundation:	Income from hire of meeting room, contributions from donors.
Membership in networks:	GREFFA is a member of the National NGO Forum, Regional NGO Forum in Gao, Network of Civil Society Organisations for the Elimination of Fistula in Mali, Network for Advocacy and Lobbying (focal point in Gao) and member of the Coalition 'Education for All'
Cooperation with local government:	All activities are planned and implemented in collaboration with municipal councils, village councils and government technical services. The organisation cooperates closely with the local administration through briefings and sharing of periodic reports (annual reports) as well as participation in various meetings. Reports annually to the Ministry of Territorial Administration and Decentralization
Other donors:	UN Women, Intra Health, World Vision and Handicap International
Geographic area:	Gao region

Thematic/Global programme area:	<input type="checkbox"/> Peacebuilding <input checked="" type="checkbox"/> Gender-based violence <input type="checkbox"/> WASH <input type="checkbox"/> Local Democratic Governance
Technical expertise:	GREFFA has a long and proven experience in developing and implementing development programmes and humanitarian assistance in the Gao region. The organisation is specialized in working with women's rights, women in governance and gender based violence.
Rationale for NCA's partnership with this organisation:	The rationale for working with GREFFA is that this is one of relatively few organisations in Gao focusing on women's rights. During the crisis, GREFFA has been able to adapt activities to the new context always with the focus of protecting women's rights and assist survivors of gender based violence. The Executive Director of GREFFA, Mme Fatimata Touré has participated in the peace negotiations in Alger as an advisor to the Government, something that underlines GREFFA's status and strategic importance for NCA's programme in Mali.
Year of when partnership with NCA was established:	2007
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, GREFFA is responsible for program implementation in Gender Based Violence, in addition to coordinating between internal and external stakeholders. The added value of working with GREFFA is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA Mali reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA Mali reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices; programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	<i>Association pour la Santé de la Femme et de l'Enfant (IAMANEH)</i> Association for Women and Children's Health
Type of partner:	Core partner
Year of establishment:	2005
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	40
Number of members:	15
Management structure:	The organisation's management structure consists of a Board of Directors, an Executive Committee and a Finance Manager.
Financial foundation:	Donors.
Membership in networks :	Girls Not Brides Network, National network for the elimination of obstetrical fistula, Coordination of NGOs working on Health (Groupe Pivot Santé Population), Malian Coalition for the Repositioning of Family Planning
Cooperation with local government:	All activities are planned and implemented in collaboration with municipal councils, village councils and government technical services. The organisation cooperates closely with the local administration through briefings and sharing of periodic reports (annual reports) as well as participation in various meetings. Has established working relations with line Ministries (Health, Women and Social Development). Reports annually to the Ministry of Territorial Administration and Decentralization
Other donors:	IAMANEH Switzerland, Intra-Health/USAID, Cooperaccio (Spanish NGO), Embassy of the Netherlands.
Geographic area:	Mopti region

Thematic/Global programme area:	<input type="checkbox"/> Peacebuilding <input checked="" type="checkbox"/> Gender-based violence <input type="checkbox"/> WASH <input type="checkbox"/> Local Democratic Governance
Technical expertise:	IAMANEH has 10 years' experience in reproductive health, (including reproductive rights of youth (both boys and girls), Formal and non-formal education, Women's rights, and Gender-based violence.
Rationale for NCA's partnership with this organisation:	IAMANEH has strong experience on women's rights issues, working with faith-based actors and community leaders. IAMANEH is a well-known and recognized organisation in Mali, who is working mainly in the south and central part of the country. For NCA it is important to have partners also working in the south, in order to bring some balance to our partner portfolio that is dominated by organisations operating in the north.
Year of when partnership with NCA was established:	2013
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, IAMANEH is responsible for program implementation in Gender Based Violence, in addition to coordinating between internal and external stakeholders. The added value of working with IAMANEH is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA Mali reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA Mali reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices; programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	<i>Réseau Plaidoyer et Lobbying</i> (RPL) Network for Advocacy and Lobbying
Type of partner:	Core partner
Year of establishment:	2003
Legal status:	Association having a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	8
Number of members:	15 organisations
Management structure:	RPL's management structure consists of a Board of Directors, a National Coordination Committee and Focal points in each of Mali's 8 regions
Financial foundation:	Contribution from members, contribution from donors
Membership in networks:	Budget Monitoring Group in Mali, Committee for Elaboration of Poverty Reduction Strategy Paper (PRSP), Committee for Monitoring Implementation of the Poverty Reduction Strategic Plan (PRSP)
Cooperation with local government:	The RPL cooperates with local government structures through its Focal Points in the regions and through participation in processes at national level. Submits annual reports to the Ministry of Territorial Administration and Decentralization
Other donors:	Diakonia, ICCO
Geographic area:	All regions + national level
Thematic/Global programme area:	Peacebuilding
Technical expertise:	RPL is a network specializing in advocacy and lobbying.

Rationale for NCA's partnership with this organisation:	<p>The rationale for working with this partner is the expertise in advocacy and lobbying related to peacebuilding and governance issues, the fact that the organisation is represented all over the country and the fact that several of NCA's partners working in the north of Mali are active members or even focal points (Fatimata Touré of GREFFA is the focal point for Gao and Elmedhi ag Wakina of AMSS is the focal point for Timbuktu).</p>
Year of when partnership with NCA was established:	<p>2013</p>
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the different parts of Mali through their members and focal points, RPL is responsible for program implementation in Peacebuilding, in addition to coordinating between internal and external stakeholders. The added value of working with RPL is that they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of civil society and advocacy in Mali.</p> <p>NCA Mali reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA Mali reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices; programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	<i>Solidarité pour le Sahel</i> (SOLISA) Solidarity for the Sahel
Type of partner:	Core partner
Year of establishment:	1988
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	16
Number of members:	8
Management structure:	The management structure consists of a Board of Directors and a Regional Coordinator (for Kidal). The Regional Coordinator supervises the Manager of Finance and Administration and the Programme Coordinators.
Financial foundation:	Contribution from members, contribution from donors
Membership in networks:	The NGO coordination forum in Kidal
Cooperation with local government:	In the absence of administrative authorities and technical services in Kidal, SOLISA works closely with municipal authorities (the mayor and municipal councilors), quarter and fraction heads. Submits annual reports to the Ministry of Territorial Administration and Decentralization
Other donors:	UNICEF, the State of Luxembourg, Doctors without Borders, International Rescue Committee
Geographic area:	Kidal region

Thematic/Global programme area:	<input checked="" type="checkbox"/> Peacebuilding <input type="checkbox"/> Gender-based violence <input type="checkbox"/> WASH <input type="checkbox"/> Local Democratic Governance
Technical expertise:	<p>Although its partnership with NCA is fairly recent, SOLISA has worked closely with urban and rural communities for the past 27 years. Its interventions have covered formal education, skills training, community literacy, health, agriculture, animal husbandry, environmental protection, hydraulics, rural electrification, good governance, peace-building, women in governance, child protection, training and integration of youth.</p>
Rationale for NCA's partnership with this organisation:	<p>In Kidal, SOLISA is a well-known organisation that enjoys strong legitimacy with rights holders, duty bearers at various levels. Since the crisis started in 2012, NCA's strategy has been to increase its cooperation with partners in Kidal and reduce own, operational activities. SOLISA is also strategically interesting for NCA because it is one of very few national organisations working both in Kidal and in the south of the country.</p>
Year of when partnership with NCA was established:	2014
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, SOLISA is responsible for program implementation in Peacebuilding, in addition to coordinating between internal and external stakeholders. The added value of working with SOLISA is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA Mali reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA Mali reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices; programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	TASSAGHT (means “Link” in Tamacheq)
Type of partner:	Core partner
Year of establishment:	1988
Legal status:	Non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	63
Number of members:	23
Management structure:	The organisation has a Board of Directors and a Supervision Committee. The Programme Director and the Finance and Administration Manager depend both on the Supervision Committee.
Financial foundation:	Contributions from members, income from consultancies and other services provided by TASSAGHT’s staff and contributions from donors
Membership in networks:	The National NGO-Forum
Cooperation with local government:	The organisation cooperates with government technical services, locally elected officials, and traditional chiefs in all planning and implementing of programmes. Submits annual reports to the Ministry of Territorial Administration and Decentralization.
Other donors:	Oxfam Great Britain, LVIA, Autre Terre-Belgique, SNV, WFP, FAO and Action for Life, UNCICEF.
Geographic area:	Gao, Timbuktu regions
Thematic/Global programme area:	<input checked="" type="checkbox"/> Peacebuilding <input type="checkbox"/> Gender-based violence <input checked="" type="checkbox"/> WASH <input checked="" type="checkbox"/> Local Democratic Governance
Technical expertise:	TASSAGHT has a broad range of expertise with a solid 27 years’ experience developing and implementing programmes in zones of insecurity. Areas of expertise and experience include: food security and pastoralism, water, hygiene and sanitation, conflict management and prevention. Advocacy and lobbying particularly on issues related to pastoralism.
Rationale for NCA's partnership with this organisation:	Besides having strong knowledge of its implementing sites and legitimacy in the eyes of rights holders and civil society, TASSAGHT’s added value is its capacity and commitment in working in highly insecure environments and reaching

	most vulnerable rights holders in hard-to reach locations. TASSAGHT's focus on agro-pastoralists and nomadic people and GRAIP's focus on farmers and fishermen have given their joint peacebuilding initiatives a good success rate because the setup has trust among all stakeholders.
Year of when partnership with NCA was established:	2005
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, TASSAGHT is responsible for program implementation in Peacebuilding, WASH and Local Democratic Governance, in addition to coordinating between internal and external stakeholders. The added value of working with TASSAGHT is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>Partner: TASSAGHT is responsible for program implementation in the area of WASH, Peace-Building and Local Democratic Governance and coordination with internal and external stakeholders.</p> <p>NCA Mali reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA Mali reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices; programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Name:	WOIYO KONDEYE (Songhoy for “Mutual Aid and Reflexion Forum for Women”)
Type of partner:	Core partner
Year of establishment:	1994
Legal status:	Registered non-governmental organisation with a framework agreement with the Ministry of Territorial Administration and Decentralization.
Number of employees:	A total of 21 - 15 in Niafunké in the Timbuktu region, 1 in Kidal, 1 in Gao and 4 in Bamako
Number of members:	13 members
Management structure:	The organisation has a Board of Directors, an executive bureau and a coordination committee. The management of the organisation is delegated to the General secretary together with the Finance and administration manager, the Coordinator and the Information Officer.
Financial foundation:	Income from sale of plants, hens and sheep, contribution from donors
Membership in networks :	Member of several networks including the Regional NGO Coordination Forum, Coordination of NGOs working on Health (Groupe Pivot Santé Population), Network for Advocacy and Lobbying (RPL), Platform for Reducing Female Genital Mutilation in Mali. The organisation is one of the founding members of CAFO (Coordination of Women’s Groups and Organisations).
Cooperation with local government:	All activities are planned and implemented in collaboration with municipal councils, village councils and government technical services. The organisation cooperates closely with the local administration through briefings and sharing of periodic reports (annual reports) as well as participation in various meetings. Has established working relations with line Ministries (Health, Women and Social Development). Reports annually to Ministry of Territorial Administration and Decentralization
Other donors:	World Food Programme and the National Commission for Food Security
Geographic area:	Timbuktu region
Thematic/Global programme area:	<input type="checkbox"/> Peacebuilding <input checked="" type="checkbox"/> Gender-based violence <input type="checkbox"/> WASH <input type="checkbox"/> Local Democratic Governance

Technical expertise:	This partner has 21 years' experience of successful project development and implementation in a broad range of sectors, including: Gender Based Violence, behavior change communication and social mobilization.
Rationale for NCA's partnership with this organisation:	WOIYO KONDEYE is one of two new partners that were recruited to ensure the multi-actor approach that is part of the Debbo Alafia program design. WOIYO KONDEYE is an organisation created by women and with a strong history of promoting women's rights both in north Mali and nationally.
Year of when partnership with NCA was established:	2015
Division of labour between NCA and partner (added value each brings):	<p>Rooted in the communities where they operate, WOIYO KONDEYE is responsible for program implementation in Gender Based Violence, in close cooperation and coordination with the other partners in the Debbo Alafia Programme (AMSS and APROMORS), in addition to coordinating between internal and external stakeholders. The added value of working with WOIYO KONDEYE is that in addition to being rooted in the community, they are seen by rights holder and duty bearers alike as legitimate civil society actors, and have deep knowledge of the local area in which they operate.</p> <p>NCA reinforces the capacities of its partner organisations so they can become more autonomous civil society actors in Mali and sustainable agents of change once their partnership with NCA is phased out. NCA Mali reinforces partner capacities in by assuring that they have a sound organisational foundation and accountable and transparent internal governance practices; programmatic expertise; and apply standards that such as Do No Harm, HAP and the Rights Based Approach.</p>

Annex 3: Cross-cutting issues and strengthening civil society

5-year outcome	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible (for monitoring)	
			2016	2017	2018	2019	2020				
NCA programmes in conflict settings avoid exacerbating conflicts by applying DNH principles	Number of NCA programmes in conflict settings that at a minimum on a yearly basis adapt programme implementation according to findings in updated conflict analysis	5 programmes	5 programmes	5 programmes	5 programmes	5 programmes	5 programmes	5 programmes	Description of specific changes	Annually	Programme Manager
Gender is mainstreamed in the planning and implementation phases of the programme or project cycle	Number of NCA projects or programmes that have adapted their programme design and implementation according to findings of gender analyses and updates for the relevant area.	5 programmes (note that this will be reviewed at the project level in 2016)	5 programmes	Description of specific changes	Annually	Programme Manager					
NCA core partners have increased their capacity as civil society actors	Increase in core partners' total score based on the capacity development plan	Baseline to be established	To be determined (new program)	Partner assessments using NCA partner assessment tool.	Annually	Programme Manager					

Annex 4: Programme results frameworks

Refer to Excel Sheets 4.1, 4.2, 4.3, 4.4

Annex 4.1
Peacebuilding Results Framework

Peacebuilding Programme Goal: Social groups experience constructive inter- and intragroup relations, Mali										
Outcomes	Indicators	Baseline 2015/16	Targets (Cumulative)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Inclusive peacebuilding structures and mechanisms prevent and transform conflicts.	1.1. Number of cases in which the peace-building structure/mechanism has played a key role in preventing or addressing a situation of violent conflict.	188	47	104	151	178	195	EPR records Key informant interviews	Annual	Partners & Peacebuilding Programme Coordinators
	1.2. Percentages of cases in which the peace-building structure/mechanism has played a key role in preventing or addressing a situation of violent conflict.	76 %	76 %	82 %	85 %	85 %	85 %	EPR records	Annual	
	1.3. Perception by key authorities of peacebuilding structures as relevant to and complementary with formal system.	Baseline to be established						Key informant interviews	Annual	
	1.4. Percentage of EPRs who are officially recognized by local authorities.	74% (100% in 2 regions; 0% in Kidal)	80 %	80 %	85 %	85 %	90 %	Municipality records	Bi-annual	
			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1. Communities established inclusive multi-stakeholder structures (EPRs) to manage local conflicts.A20	1.1.1 Number of structures established	47	50	54	54	54	54	EPR records	Annual	Partners & Peacebuilding Programme Coordinators
	1.1.2 Number of conflicts registered in activity plans managed by EPRs	188	47	104	151	178	195	EPR records Key informant interviews	Annual	
	1.1.3 Percentage of under-represented groups within targeted communities who are a member of an EPR.	15 %	75 %	90 %	95 %	95 %	100 %	List and profile of members of peace structures	Annual	
1.2 EPRs have strengthened the peace-building capacity of civil society organisations and communities. A1	1.2.1. Number of EPR members who have improved conflict management skills /knowledge	658	1000	1080	1080	1080	1080	Pre- and post- test	Annual	Partners & Peacebuilding Programme Coordinators
	1.2.2. Number of EPR members trained as trainers in conflict management	0	150	162	162	162	162	Training records	Annual	
	1.2.3. Number of women and youth civil society organisations members who have improved conflict management skills /knowledge.	329	639	1064	1064	1064	1064	Pre- and post- test	Annual	
	1.2.4. Number of religious leaders who have improved conflict management skills /knowledge.	47	150	162	162	162	162	Pre- and post- test	Annual	
1.3 EPRs established multi-stakeholder fora for civil society exchanges to dialogue about peace initiatives, conflict, decisions taken by EPRs	1.3.1. Number of civil society fora created by EPRs.	0	100	108	108	108	108	EPR records	Annual	Partners & Peacebuilding Programme Coordinators
	1.3.2. Regularity with which civil society fora are held.	0	annual	annual	annual	annual	annual	Meeting minutes Key informant interviews	Annual	
Main activities:										
<ul style="list-style-type: none"> - Refresh and update training of EPR members, recruitment and training of new EPR members, support to establishment of new EPRs - Training of trainers in non-violent conflict management, training of women, youth and religious leaders, organization of annual peace meetings, organization of inter- and intra-community meetings do discuss and resolve specific conflicts - Support to the implementation of local peace agreements and local agreements on management of natural resources - Support to elaboration and implementation of action plans for the EPRs, organization of meetings and other activities to inform about the Peace Accord and other relevant topics. 										

Annex 4.1
Peacebuilding Results Framework

2. Local actors have contributed to improve the status of laws, agreements, policies, budgets or institutions addressing key driving factors of conflict.	2.1. Number of intra- and inter-community peace conventions and local accords signed with the facilitation of EPRs.	17	34	137	368	368	368	EPR records Key informant interviews Municipality records	Annual	Partners & Peacebuilding Programme Coordinators
	2.2. Number of intra- and intercommunity peace conventions and local agreements facilitated by EPR have been implemented	17	13	29	137	187	233	EPR records Key informant interviews Municipality records	Annual	
	2.3. Percentage increase in local budget for initiatives to address key driving factors of conflict.	0	15 %	20 %	30 %	40 %	60 %	Municipality records Key informant interviews	Annual	
			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1. Civil society actors develop advocacy and awareness-raising plans to influence community peace conventions, local accords, and local budgets.	2.1.1. Percentage of monitoring plans implemented	25 %	40 %	50 %	70 %	80 %	80 %	EPR records	Annual	Partners & Peacebuilding Programme Coordinators
	2.1.2. Number of awareness raising and advocacy initiatives carried out by women's and youth associations to influence community peace conventions, local accords, and local budgets.	0	62	85	85	85	85	Partner reports Key informant interviews	Annual	
	2.1.3. Number of awareness raising and advocacy initiatives carried out by religious leaders to influence community peace conventions, local accords, and local budgets.	0	124	170	170	170	170	Partner reports Key informant interviews	Annual	
	2.1.4. Number of meetings held to discuss drivers of conflict.	0	124	170	170	170	170	Meeting minutes Key informant interviews	Annual	
Main activities:										
- Support participation of the community in elaboration of <i>Plans de Développement Social Économique et Culturel</i> (PDESC) and annual plans										
- Advocacy activities for integration of actions defined in local peace agreements and local agreements on management of natural resources and EPR action plans in municipal budgets										
- Support meetings to validate agreements, evaluate implementation of agreements, facilitate exchange between EPRs										
3. Increased participation of women and youth in peacebuilding processes.	3.1. Percentage of female participants in peacebuilding structures report increased influence in decision making	Baseline to be established						Pre- and post- interviews Focus group discussions	Annual	Partners & Peacebuilding Programme Coordinators
	3.2 Percentage of youth participants in peacebuilding structures report increased influence in decision making	Baseline to be established						Pre- and post- interviews Focus group discussions	Annual	
			Delivery at output level							
			2016	2017	2018	2019	2020			
3.1. Regular exchange between peacebuilding structures and women's and youth organizations.	3.1.1. Number of exchanges held between women's and youth associations with peacebuilding structures.	0	50	54	54	54	54	Meeting minutes Key informant interviews	Annual	Partners & Peacebuilding Programme Coordinators
	3.1.2. Number of exchanges held between women's and youth associations with religious leaders.	0	50	54	54	54	54	Meeting minutes Key informant interviews	Annual	
	3.1.3. Regularity of exchanges between peacebuilding structures with youth and women's associations.	0	annual	annual	annual	annual	annual	Meeting minutes Key informant interviews	Annual	
	3.1.4. Regularity of exchanges between religious leaders with youth and women's associations.	0	annual	annual	annual	annual	annual	Meeting minutes Key informant interviews	Annual	

Annex 4.1
Peacebuilding Results Framework

3.2. Women and youth groups contribute to the development of their community.	3.2.1. Number of women and youth who have gained life skills training (literacy, numeracy, human rights, conflict transformation).	0	3000	3240	3240	3240	3240	Pre- and post-tests	Bi-annual	Peacebuilding Programme Coordinators
	3.2.2. Percentage of women and youth in life skill training who can give example of potential practical implementation (vis a vis conflict transformation)	Baseline to be established	75 %	80 %	80 %	80 %	80 %	Pre- and post-tests	Bi-annual	
	3.2.3. Women and youth groups develop action plans to contribute to the development of their community.	0	50	54	54	54	54	Peace action plans Survey	Annual	
	3.2.4. Percentage of women and youth groups' action plans implemented.	0 %	60 %	70 %	80 %	80 %	80 %	Peace action plans Survey	Annual	

Main activities:

- Organisation of cultural events related to peace and exchange meetings between EPRs and women's and youth groups
- Train women and youth in non-violent conflict resolution, human rights, literacy by use of REFLECT
- Support to women's and youth action plans for peace

Explanatory note on baseline information:

- Baseline data comes from the 2011-2014 Four-year country report for Mali. The Peacebuilding programme (formerly under NCA's Community Violence and Small Arms Control thematic area) was implemented in 47 municipalities in Gao, Kidal and Timbuktu.
- During this period, 47 EPRs were established, totalling 658 members. In 2016, NCA will continue working with the same 47 EPRs as well as facilitate the establishment of 3 new EPRs in Gao (in 2016) and an additional 4 new EPRs in Mopti (in 2017). These numbers are reflected in the annual targets.
- Certain programme elements are new, including the entirety of Outcome 3. Therefore, baseline data is either zero, or it will be established no later than by the end of the first quarter of 2016.
- Reporting on indicators will be disaggregated by gender and age.

Annex 4.2
WASH Results Framework

WASH Programme Goal: Rights holders access adequate and sustainable WASH services, Mali										
Outcomes	Indicators	Baseline 2015/16	Targets (Cumulative)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Rights holders demonstrate ownership for community WASH services	1.1. Percentage of men and women expressing satisfaction with their level of participation in decision-making for these processes							Survey of sample group	Annual	Partners & WASH programme coordinators
	1.2 Number of committees that manage wash services in a satisfactory way							Surveys of sample users Focus groups	Annual	
Output	Indicators		Delivery at output level							
			2016	2017	2018	2019	2020			
1.1. WASH committees have the capacity for management of sustainable community water supply and sanitation services	1.1.1. Number of committees with a recovery fund operational							Survey	Annual	Partners & WASH programme coordinators
	1.1.2. Percentage of women representatives on water committees in senior positions							Survey	Annual	
1.2. The community contributes to the capital cost of the water and sanitation infrastructure in cash, material or labour	1.2.1. Percentage of communities contributing 15% of the capital cost							Survey	Annual	
Main activities include: - Establishment of inclusive WASH committees. - Training of WASH committees in management (water, financial, other), advocacy, development of action plans. This training will help them to understand their roles and responsibilities. - Raising awareness among WASH committee members and the community at large about women's participation. - Support to the committees so they function properly.										
2. Duty bearers have included men and women's recommendations on WASH services in their work plan	2.1. Number of meetings /gatherings /occasions where community representatives present to the governmental authorities their priorities on WASH issues							Meeting minutes	Annual	Partners & WASH programme coordinators
			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1. Local councils have developed inclusive and participatory WASH work plans	2.1.1. Number community representatives who have participated in local council plan development							Meeting minutes	Annual	Partners & WASH programme coordinators
2.2. Duty bearers systematically follow up with the community WASH committee.	2.2.1. Percentage of community WASH action plans validated by duty bearers.							WASH action plans Meeting minutes	Annual	
	2.2.2. Percentage of communities where duty bearers participated in key steps (to be determined by community) in the community's WASH action plan							Meeting minutes Key informant interviews	Annual	
Main activities include: - Advocating local authorities and raising their awareness about the community WASH needs - Communities identification of their own WASH needs - Development by the communities of WASH action plans										

Annex 4.2
WASH Results Framework

3. Men and women practice hygiene measures that protect themselves against key public health risks	3.1. Percentage increase of girls, boys, women and men washing their hands with detergents at critical times							Spot checks based on sample KAP Survey	Semi-Annual	Partners & WASH programme coordinators	
	3.2. Percentage decrease of diarrhoea episodes of children under 60 months (counted over the 2 previous weeks)							Focus groups with mothers, statistical data from health centres if available	Semi-Annual		
		Delivery at output level									
		2016 2017 2018 2019 2020									
3.1. Men and women have changed from pre-identified key hygiene risk behaviours to safe hygiene behaviour practices	3.1.1. Number of people who practice appropriate water transport, storage and treatment							Survey of sample group KAP Survey	Annual	Partners & WASH programme coordinators	
	3.1.2. Number of communities that implement plans to stop open defecation							Open defecation plan	Annual		
	3.1.3. Number of people who practice hand washing at critical times							Survey of sample group KAP Survey	Semi-Annual		
<p>Main activities include:</p> <ul style="list-style-type: none"> - Identification of main public health risks by the communities - Awareness raising campaigns on proper hygiene practices, such as the use of soap and storing and treating water - Support to the community to apply their knowledge and adopt practices to eliminate public health risks 											
4. Rights holders access adequate and sustainable sanitation services.	4.1. Number of men and women who have gained access to sanitation facilities							Survey	Annually	Partners & WASH programme coordinators	
	4.2. Percentage of girls, women, boys and men expressing satisfaction with sanitation services							Survey of sample group	Annually		
		Delivery at output level									
		2016 2017 2018 2019 2020									
4.1. Community arranged collection and safe disposal of solid and liquid waste in their surroundings	4.1.1. Number of communities with an action plan to collect and safely dispose of solid and liquid waste in their surroundings							Sanitation action plan	Annually	Partners & WASH programme coordinators	
	4.1.2. Percentage of actions carried out to collect and safely dispose of their waste in their surroundings							Sanitation action plan Survey	Annually		
4.2. Showers, latrines with hand washing have become a standard household asset	4.2.1. Number of latrines built							Key informant interviews Survey	Bi-Annually	Partners & WASH programme coordinators	
	4.2.2. Percentage of households with a latrine							Key informant interviews Survey	Bi-Annually		
<p>Main activities include:</p> <ul style="list-style-type: none"> - Development by the communities of action plans to address sanitation and hygiene - Implementation of action plans to address sanitation and hygiene - Exchanges and meetings within the community about sanitation issues - Activities to create household demand for latrines 											

Annex 4.3
Gender Based Violence Results Framework

Gender Based Violence Programme Goal: Reduction in Gender-Based Violence, Mali										
Outcome	Indicators	Baseline 2015/16	Targets (Cumulative)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Dominant social norms protect girls and women from GBV	1.1. Number of communities and faith actors that demonstrate social actions to reduce GBV	65	40	80	130	180	235	Focus group discussions Key informant interviews Survey	Annual	Partners & GBV Programme Coordinators
	1.2. Measurement of social norm change established and reported	Baseline to be established						Focus group discussions Key informant interviews Survey	Bi-annual	
	1.3. Number of males acting as change agents and allies promoting positive and transformative masculinities by acting against GBV	0	50	100	150	200	250	Focus group discussions Key informant interviews Survey	Annual	
Output			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1. Religious leaders take greater action to end GBV.	1.1.1. Percentage of religious leaders who have made public declarations against GBV and in support of social norms to protect girls and women.	0	40 %	50 %	60 %	70 %	75 %	Public statements or records Partner reports Interviews with community members	Annual	Partners & GBV Programme Coordinators
1.2. Community members and faith actors have developed practices contributing to change in social norms on GBV.	1.2.1. Number of male youth leaders/peers engaged in activities to prevent GBV and end harmful traditional practices.	148	370	740	1110	1554	2146	Focus group discussions Key informant interviews Action plans	Annual	
	1.2.2. Number of women association leaders engaged in activities to prevent GBV and end harmful traditional practices.	122	305	610	1037	1647	1647	Focus group discussions Key informant interviews Action plans	Annual	
1.3. Communities and faith actors have knowledge and skills to mobilize and act to end gender based violence and harmful traditional practices.	1.3.1. Number of Imams, Marabouts and other religious actors completing Quran study circles on GBV, gender relations and positive masculinities.	0	20	50	85	125	170	Study group attendance lists	Annual	
1.4. Women and girls, men and boys, community and faith leaders have participated in community dialogues on gender based violence and harmful traditional practices.	1.4.1. Number of community dialogues held in communities that address gender based violence and harmful traditional practices and their consequences.	110	20	45	75	110	260	Partner reports Key informant interviews	Annual	
	1.4.2. Number of faith leaders who have participated in community dialogues on gender based violence and harmful traditional practices and their consequences.	150	20	50	85	125	170	Partner reports Key informant interviews	Annual	
Main activities: - Development of and support to theological reflection materials and curriculum - Mobilization of religious leaders, community leaders for awareness raising around the Qu'ran - Awareness raising about GBV and related issues; advocacy training and development advocacy plans - Social mobilization activities, such as community dialogues										
2. Communities and faith actors commit to end Female Genital Mutilation and Early Marriage.	2.1. Number of communities and community- and religious leaders that have reached agreement and public declarations on abandonment of FGM and Early Marriage	4	2	8	14	20	26	Public statements or records Partner reports Interviews with community members	Annual	Partners & GBV Programme Coordinators
	2.2. Establishment of community-based monitoring mechanisms to follow up on conventions to end FGM and Early Marriage	3	3	9	15	21	27	Focus group discussions Key informant interviews	Annual	
	2.3. Number of actions taken to prevent FGM and/or Early Marriage in project communities	Baseline to be established						Focus group discussions Key informant interviews Action plans	Annual	
	2.4. Number of communities remain committed to abandon FGM and Early Marriage every 6 months after	Baseline to be established						Focus group discussions Key informant interviews	Semi-annual	
			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1. Increased use of media to inform and support norm change to promote human rights and raise awareness about the harms caused by harmful traditional practices	2.1.1. Number of radio emissions that aired to wholly or in part to raise awareness about the harms and consequences of harmful traditional practices.	11340 (2015 figure)	12000	16000	20000	24000	28000	Radio station records Partner reports	Semi-annual	Partners & GBV Programme Coordinators
	2.1.2. Percentage of people who report being influenced by radio emissions that aired to wholly or in part raise awareness about the harms and consequences of harmful traditional practices.	Baseline to be established						Focus group discussions Survey of listeners	Semi-annually	
Main activities: - Development of content for radio emissions to raise awareness about harmful traditional practices - Community dialogues										

Annex 4.3
Gender Based Violence Results Framework

3. Conventional reproductive health services are preferred over harmful traditional practices	3.1. Percentage of married women ages 15-49 with unmet need for family planning	69 %	64 %	60 %	55 %	50 %	45 %	Survey of target group	Annual	Partners & GBV Programme Coordinators	
	3.2. Number of new users of family planning methods among women between 15-49 years old	Baseline to be established						Survey of target group	Annual		
		Delivery at output level									
			2016	2017	2018	2019	2020				
3.1. Increased use of contraception by adolescents at risk of unintended pregnancy.	3.1.1. Contraceptive prevalence among adolescents aged 15-19.	Baseline to be established						Survey of target group	Bi-annual	Partners & GBV Programme Coordinators	
Main activities: - Establishment of youth clubs - Awareness raising among youth and community members about sexual and reproductive health rights, including awareness raising about modern contraceptives and where to get them											
4. Adolescent birth rate reduced	4.1 Percentage of deliveries by women aged 15-19.	Baseline to be established						Health centre records	Annual	Partners & GBV Programme Coordinators	
	4.2 Percentage of deliveries by women under 15.	Baseline to be established						Health centre records	Annual		
	4.3 Percentage of parents-in-law who think that other families wish to delay their daughters-in-law's first birth.	Baseline to be established						Focus group discussions Survey of parents	End of project		
		Delivery at output level									
			2016	2017	2018	2019	2020				
4.1. Reduced risk of obstetric fistula	4.1.1. Number of awareness raising sessions about fistula held.	Baseline to be established (see note)						Partner reports Survey of target group	Annual	Partners & GBV Programme Coordinators	
	4.1.2. Number of women with fistula identified.	953	200	400	600	800	1000	Partner reports Survey of target group	Annual		
	4.1.3. Number of women referred for fistula repair surgery.	737	180	360	540	720	900	Partner reports Survey of target group	Annual		
	4.1.4. Percentage of women or girls with fistula repaired.	77 %	90 %	90 %	95 %	95 %	95 %	Partner reports Hospital records	Annual		
Main activities include: - Awareness raising in the community about the harms of early marriage, what obstetric fistula is, how it is caused, how it can be treated. - Identification of women with fistula.											
5. Duty bearers implement laws and devote adequate resources to end GBV and harmful traditional practices	5.1. Number of actions taken that contribute to the implementation of laws to end harmful traditional practices.	3	3	6	16	26	36	Partner reports Media or other public reports	Bi-annual	Partners & GBV Programme Coordinators	
			Delivery at output level								
			2016	2017	2018	2019	2020				
5.1. Increased resources to support survivors of GBV.	5.1.1. Percentage of the local budget allocated to survivors of GBV.	0	0	5 %	7 %	10 %	15 %	Municipal records	Annual	Partners & GBV Programme Coordinators	
Main activities: - Advocacy initiatives to integrate support for GBV survivors into municipal budgets. - Advocacy initiatives to pass a national law to make FGM illegal.											
Explanatory note on baseline information: - Baseline data comes from the 2011-2014 Four-year country report for Mali, and figures reflect four year totals. The GBV programme was implemented in Gao, Kidal, Timbuktu and Mopti. - Regarding baseline data for 4.1.1. Number of awareness raising sessions about fistula held: previous indicator referred to the number of people reached, not the number of awareness raising sessions. Baseline will be established. - Certain programme elements are new, such as Qu'ran study circles for religious leaders. Therefore, baseline data is either zero, or it will be established no later than by the end of the first quarter of 2016. - Reporting on indicators will be disaggregated by gender and age.											

Annex 5: Funding strategy and targets

Donor Relations: NCA has a relatively diverse portfolio of donors in Mali so will target new donors very strategically. Most of the fundraising will focus on growing the WASH and Peacebuilding programme, as the GBV programme already has some funding into the next strategic period. The Local Democratic Governance project (contextual programme) is fully funded by SIDA. Funding for emergency interventions will also be prioritised, as in order to be a more relevant emergency aid actor in Mali, NCA should aim to receive funds from pertinent humanitarian donors.

Below are donors with whom NCA will cultivate a relationship and solicit for new or renewed funding. This is based on the donor's interest in the intervention area, both geographically and thematically. Some of these donors have higher and stricter compliance standards compared to grants that NCA Mali has managed in the past. NCA is seeking an even more diverse funding base in Mali but will need additional human resources to achieve this.

Donor		Relevance for NCA
Bilateral Donors	USAID	USAID has disbursed \$118 million in funding in 2014, a third of which was for global health. Priority areas for USAID in Mali are Agriculture and Food Security; Democracy, Human Rights and Governance; Education, Environment, and Global Health . USAID Mali has annual calls for conflict mitigation and reconciliation projects, which NCA Mali will continue to pursue. USAID also funds disaster risk reduction and emergency relief projects via its Office of Foreign Disaster Assistance (OFDA).
	EuropeAid	NCA will pursue funding opportunities via the European Instrument for Democracy and Human Rights and other funding channels for non-state actors.
	Netherlands	NCA currently has a multi-annual grant from the Dutch Cooperation for its GBV work in Timbuktu, and this is a relationship that NCA seeks to deepen throughout this strategic period. As a priority country, the Dutch Cooperation has outlined its Mali strategy in a Multi-Annual Strategic Plan 2014-2017 and will continue to support Mali in three complementary thematic areas: 1) sexual and reproductive health rights 2) water and food security 3) security and rule of law . Gender and youth issues will be addressed in all areas.
	Canadian Development Cooperation	Canada disbursed \$113.7 million in 2012-2013 and reaffirmed Mali as a country of focus in 2014. Children and youth including maternal, newborn and child health , food security, and governance are among Canada's priority areas in Mali.
Humanitarian Donors	European Commission Humanitarian Aid and Civil Protection (ECHO)	The EU is a major contributor of relief assistance to Mali. Since the beginning of the crisis in 2012, the European Commission has allocated a total of €184 million in humanitarian aid to the country. This included an envelope of €23 million from the European Development Fund (EDF) to guarantee access to essential services such as healthcare, education, water as well as food assistance in conflict affected areas of the north until public services are restored. The conflict in Mali has compounded the ongoing food and nutrition crisis which affects the entire Sahel region. ECHO, therefore, focuses its funding on food and nutrition-related projects. They do, however, fund WASH projects and other humanitarian aid projects indirectly linked to food and nutrition.

Donor		Relevance for NCA
Multi donor trust funds	United Nations Peacebuilding Fund	The Peacebuilding Fund is the Secretary General's Fund – launched in 2006 to support activities, actions, programmes and organisations that seek to build a lasting peace in countries emerging from conflict. The money is administered through UN agencies locally.
	United Nations Democracy Fund	UNDEF aims to support action-oriented projects to bring about measurable and tangible improvements in democracy and human rights on the ground , thereby translating the concept of "democracy" into practical solutions for people to have their voices and choices heard.

Funding Investments

a. SWOT Analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1. Credible and trusted actor with a long, continuous presence in Mali 2. Rootedness in local communities 3. Close cooperation with civil society actors 4. Programmatic interventions in line with needs of the population and donor priorities 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Capacity for staff to write grants and deliver complex applications 2. Partner organisations have limited/weak management and administrative capacities 3. NCA overshadowed by larger actors in Mali 4. Lack of innovation in certain program areas
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Positive relationship and close alignment with other ACT Agencies, which means potential for forming consortia 2. Many funding opportunities in Mali and many donors present in-country 3. Competition for funds will propel NCA Mali to "raise the bar" in terms of program innovation, implementation and management 	<p>Threats</p> <ol style="list-style-type: none"> 1. Sister agencies often fund the same partners as NCA and compete for the same funds 2. Stronger competition than ever for funds 3. Increasing insecurity 4. Perception of NCA Mali as an organisation that only intervenes in northern areas

b. Recommended Investments

Area	Investment Needed
Donor engagement and relationship management	<ul style="list-style-type: none"> • Communications and marketing materials are developed with a clear articulation of NCA's added value in Mali • Capacities of NCA staff are increased to free up senior-level staff to focus on fundraising, cultivating new donors, and applying for new funding
Grant management and reporting	<ul style="list-style-type: none"> • Increased/dedicated support from head office to support the submission of complex applications • Staff capacity building in areas including grants management and reporting, particularly for donors with strict and complex compliance standards
Program innovation	<ul style="list-style-type: none"> • Investments in program innovation so NCA Mali's programs are more competitive
Partner capacities	<ul style="list-style-type: none"> • Application of the partner assessment tool • Provision of a finite amount of capacity building for partners

Budget Forecast

Year		2016		2017		2018		2019		2020	
Funding Type		Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian
Programme	Peacebuilding	kr 11,373,724,00	kr 3,000,000,00	kr 11,000,000,00	kr 3,000,000,00	kr 11,000,000,00	kr 3,000,000,00	kr 11,000,000,00	kr 3,000,000,00	kr 11,000,000,00	kr 3,000,000,00
	WASH Long-term	kr 4,545,846,00	kr -	kr 5,000,000,00	kr 3,000,000,00	kr 5,000,000,00	kr 6,000,000,00	kr 5,000,000,00	kr 6,000,000,00	kr 5,000,000,00	kr 6,000,000,00
	WASH Humanitarian	kr 7,499,334,00	kr -	kr 6,000,000,00	kr 2,000,000,00	kr 6,000,000,00	kr 4,000,000,00	kr 6,000,000,00	kr 4,000,000,00	kr 6,000,000,00	kr 4,000,000,00
	GBV	kr 4,651,268,00	kr 4,108,181,00	kr 5,000,000,00	kr 6,000,000,00	kr 5,000,000,00	kr 6,000,000,00	kr 5,000,000,00	kr 6,000,000,00	kr 5,000,000,00	kr 6,000,000,00
	LDG III (contextual)	kr -	kr 5,901,233,00	kr -	kr 3,000,000,00	kr -	kr -	kr -	kr -	kr -	kr -
Sub-Total		kr 28,070,172,00	kr 13,009,414,00	kr 27,000,000,00	kr 17,000,000,00	kr 27,000,000,00	kr 19,000,000,00	kr 27,000,000,00	kr 19,000,000,00	kr 27,000,000,00	kr 19,000,000,00
Percentage of total funding		68 %	32 %	61 %	39 %	59 %	41 %	59 %	41 %	59 %	41 %
Amount secured of total		kr 20,570,838,00	kr 10,009,414,00	kr 21,000,000,00	kr 7,500,000,00	kr 21,000,000,00	kr 4,000,000,00	kr 21,000,000,00	kr 4,000,000,00	kr 21,000,000,00	kr -
Grand Total		kr 41,079,586,00		kr 44,000,000,00		kr 46,000,000,00		kr 46,000,000,00		kr 46,000,000,00	
				Total budget increase from previous year: 2 920 414		Total budget increase from previous year: 2 000 000		Total budget increase from previous year: 0		Total budget increase from previous year: 0	

Annex 6: Planned evaluations

Programme/project	Year	Donor	Partner	Internal /external	Comments (size of project, evaluation requirement, etc.)
Gender Based Violence	2018 2020	Norad	To be determined.	Internal	NCA will aim for one internal mid-term evaluation and one external end evaluation per global programme.
Peacebuilding	2016	Norad via Norwegian Embassy in Ghana		Internal	
	2018			External	
WASH	2017	Norad		Internal	
	2019			External	
Humanitarian response	2016	Norwegian Ministry of Foreign Affairs	TASSAGHT GARI ASSADEC	Internal review	Project is implemented by NCA and partners in 8 Communes in Gao and 8 Communes in Kidal; it focuses on WASH. Current humanitarian response is from June 2015 thru March 2016. NCA conducts internal reviews after the conclusion of each emergency intervention.
Debbo Alafia	2016	The Royal Dutch Embassy in Mali	AMSS APROMORS WOÏYO KONDEYE	Internal evaluation	Project is implemented by NCA and partners in 38 Communes in the region of Timbuktu. No evaluation requirement per say; however a mid-term evaluation planned by June 2016.
Local Democratic Governance	2015 2016 2017	SIDA	GRAIP TASSAGHT AMADE	Internal (2015) External midterm (2016) external end evaluation (2017)	Project is implemented by NCA and partners in 11 communes of Gao and Timbuktu. 2016 internal evaluation will take place jointly with SIDA and rights holders.

Annex 7: Risk analysis and management

Risks identified		Analysis of risk			Management of risks			
No.	Description	Likelihood	Impact	Risk level	Management strategy	Mitigation activities	Contingency Plan	Responsible
1	NCA staff directly affected by terror attacks (IED, suicide attack, kidnapping etc)	Medium	Very serious	Critical	Mitigate and avoid	Decrease likelihood by continuous risk assessments in coordination with partners, security procedures and policies, protection measures	Continuous risk assessments, security procedures and policies, protection measures	Country Rep. Security focal point Coordinators in Kidal and Gao
2	NCA staff directly affected by crime (carjacking, robbery etc)	Medium	Serious	High	Mitigate and avoid	Decrease likelihood by appropriate security routines and measures	Security routines	Country Rep. Security focal point NCA managers
3	Planned activities must be suspended because of security situation	High	Moderate	High	Accept	Decrease impact by adjusting activity plans	Adjust plans	Programme Coordinators
4	Stakeholders misunderstand NCA's role, reputational risks	High	Moderate	High	Mitigate	Decrease likelihood by using conflict sensitivity principles (Do No Harm), be transparent and develop a communication strategy	Do No Harm and internal/external communication strategy	Country Rep. Management team

Risks identified		Analysis of risk			Management of risks			
No.	Description	Likelihood	Impact	Risk level	Management strategy	Mitigation activities	Contingency Plan	Responsible
5	NCA office in Gao and Kidal must close temporarily	High	Moderate	High	Accept	Decrease impact by working from alternative locations.	Work from home.	Coordinators
6	Fraud, corruption	Low	Moderate, high	Moderate	Mitigate	Decrease likelihood by following NCA's financial guidelines, regular audits, monitoring of activities.	MOU's, Finance procedures, audits, monitoring.	NCA and partners
7	Financial risk (inflation, weakening of donor currency, problems with transfers)	High	Moderate	Moderate	Accept	Decrease impact by keeping in close contact with partners and monitoring transfers.	Immediate contact with partners, monitoring.	Country Rep. Management team
8	NCA and partners' capacity is insufficient	Low	Moderate	Low	Mitigate	Decrease likelihood and impact by selecting partners with required capacity, partner assessments, capacity development, organisational adjustments.	Partner selection policy, MOUs, capacity assessment and development, personnel policies, support from HO.	NCA and partners