

PART 2: STRATEGIC GOALS

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1. INTRODUCTION

During this Multiyear Cooperation Agreement, NCA will focus on **five Strategic Priorities**, which together will define our work towards poverty eradication and a more just world. Each of the *strategic priorities* carries a clear justice or rights agenda. They are NCA's strategic priorities because each is crucial for ensuring sustainable development and because our experience shows that faith based organizations, which NCA has defined as **Core Partners**, have a particular responsibility and potential to contribute toward the realization of these priorities. The strategic priorities express NCA's vision of a just world and they shall give clear direction to all our work.



The **Strategic Priorities** are broad ambitions which give direction to our work, but do not define clear objectives for what we aim to achieve during the agreement period. NCA has therefore identified some key commitments for this Multi-year Cooperation Agreement that will help us to **better manage for quality results** and remain focused on our overall ambition of **concentrated growth**. These generally follow the format for global level reporting to Norad, which was developed during the last agreement period. During this agreement period, we will further refine goals and indicators against which we will report progress and results over the next five years:

- a) Further **geographic concentration to fewer focus countries** to ensure adequate capacity for supporting local partners, development of quality programs and meaningful division of labour among ACT Alliance members. We aim to further reduce our geographic involvement to 30 priority countries during the period. (See Chapter 2)
- b) Implementation of NCA's **integrated approach** by following results related to long term development, emergency response and preparedness, as well as more rooted advocacy work and focussed cooperation with strategic alliances at global level (See Chapter 3).
- c) Under each of the five Strategic Priorities, we commit to develop **12 Global Thematic Programs**, which will define the main framework for results reporting to Norad. We aim to align all of our work to the Global Strategy framework and phase out those program areas falling outside GLS during the agreement period. (See Chapter 4)
- d) We commit to articulating and reporting more systematically on NCA interventions **to strengthen civil society in NCA priority countries**. NCA Country Offices, within the framework of the ACT Alliance, will be NCA's main tool for supporting and strengthening local civil society. (See Chapter 5)
- e) As part of our strategy to strengthen civil society, NCA will also commit **to concentrating our partner relations to a limited number of core partners** within each country program. NCA's strength lies in the ability to identify good core partners (faith based organizations) with broad constituencies and structures from grassroots, to national and international levels. NCA's main strategy for strengthening the core partners role in civil society is to facilitate linkages to relevant knowledge-based or **resource organizations**.

The Norad Multi-year Cooperation Agreement will provide crucial long term and predictable funding for core costs related to strengthening civil society, thematic program development and quality assurance. NCA aims to use the flexible and predictable funding from Norad more strategically to improve program quality and accountability, which will help us to mobilize more project focused funding. The predictability and flexibility of a Multi-year Cooperation Agreement, will also help us to bridge gaps and maintain program continuity in relation to more short term, unpredictable funding sources.

2. GEOGRAPHIC AREAS OF INVOLVEMENT

As mentioned in the final report from NCA to Norad 2005 – 2009, NCA has recognized the need for concentration on fewer countries. From 2005 – 2009, there was a reduction in countries of operation from 65 to 50. There is however a need for further concentration and NCA has a plan to reduce the portfolio down to about 30 priority countries during this coming period. (See Annex 2- Geographic Priorities).

During the previous agreement period, NCA has identified the need to improve our own practice with regards to **risk analysis and management**. The need for risk analysis and management is most critical at country program level and is included in our Country Program Plans. During this agreement period, we will work to improve our routines and guidelines for analyzing and managing risk at country level, especially as regards issues of security, corruption and organizational reputation. As NCA operates in a number of high risk countries, we will also continue to explore the possibility for risk cost sharing with Norwegian authorities.

Our geographic concentration to 30 countries relates to countries where NCA will have substantial bilateral relations and/or have a lead role for the ACT Alliance. In most cases, this level of activity will justify the presence of a Country Program Office to ensure quality in program development, responsible financial management, ongoing relation building with partners and other interventions to strengthen local civil society. We will in addition, continue to explore how we can support work in non-priority countries through other members of the ACT Alliance, including the LWF/World Service.

The following provides an overview of NCA geographic priorities by region for the period 2011 – 2015:

2.1 Eastern Africa

The coming strategic period marks a shift towards NCA increasingly becoming a facilitator and accompanier. In Eastern Africa, the Country Program Offices will focus on brokering linkages between resource partners (organizations and institutions with professional competence and capacities) and NCA core partners (local structures, which are predominantly faith based and civil society actors). Partnerships will be strengthened within each of the thematic priority areas. Existing partnerships will be mutually assessed in relation to potential of partnership cooperation and self assessments will be encouraged to develop mutually agreed capacity development plans with the objective of more equal partnership relations. Care will be taken not to enter into new partnerships at the expense NCA programmatic capacity to follow up.

The geopolitical realities within the various countries of the region represent significant variations in potential for the implementation of the objectives and priorities of the NCA Global Strategic Plan. Geographic focus areas like Eritrea, Ethiopia, northern Sudan, Rwanda and Burundi experience limited space for peoples participation in decision making processes, restrictions imposed on civil society engagement in social sector programs. There is limited potential for linkage between these programs and alliance building for issue-based advocacy. On the other hand, countries like Tanzania and Kenya have considerable potential for more active and coordinated advocacy work. In South Sudan, NCA's key strategy will be support to capacity development of both civil society partners and local government structures. The aim is to enhance the potential peace dividend through more effective alignment of government and civil society service delivery as a positive contribution to emerging sector policy frameworks. Conflict and post conflict interventions will remain a main strategy in Somalia and DR Congo. In these countries, NCA contributions within service delivery are seen as contributions to positive social dynamics which will ultimately address the strategic priority of Peace and Security. Addressing gender justice with a main focus on gender based violence in the

form of FGM in Somalia and rape in DR Congo are strategies for enabling women to become more equal to men in peace and development processes. Inter-country sharing of thematic best practice experiences will remain as an important mechanism for improvement of the quality of NCA supported programs in the region.

A strengthened ACT Alliance provides NCA with a mechanism for sharing of responsibilities and new forms of cooperation in all of NCA's current priority countries in Eastern Africa. In this strategy period, we will further explore the potential for geographic and thematic concentration, as well as increased cooperation within emergency preparedness and response. Uganda will be phased out of the NCA program portfolio at the onset of the planning period. NCA programs in Burundi will be under the umbrella of Christian Aid. In DR Congo, NCA and DCA have agreed to merge their respective Gender Based Violence programs, with NCA taking the lead. In Sudan, ACT and CARITAS division coordination and cooperation in Northern and Southern Sudan will help NCA focus its interventions to fewer geographic areas and fewer thematic programs.

During this strategic period, NCA will address the need for increased predictability of humanitarian aid by working actively on a strategy of more diversified funding, especially for the programs in Sudan, Eritrea, Somalia and DR Congo. This will include increased efforts for cooperation with UN and EU mechanisms, sister agencies within ACT as well as continued reliance on the Norwegian funding through MFA and NORAD.

2.2 Southern Africa

The countries in Southern Africa are characterized by rich potential of natural resources and fast growing economies combined with widespread poverty and unequal distribution of wealth. For the strategic period 2011-2015 a main focus in Malawi, Zambia, Angola and South Africa will be to strengthen the capacity of partners to engage in advocacy and influence public policies. Main intervention strategies in all NCA's programs in Southern Africa will to be continue and further develop the partnerships with faith-based actors on Economic Justice, Climate Justice and Gender Justice, and the Right to Health will remain a strategic priority for the program in Malawi.

In Southern Africa, NCA's long term partner relations with national churches provides an important added value and unique opportunity to focus on policy empowerment of civil society as a key factor in developing democratic and transparent societies where citizens' agendas are lifted to a political level. Churches mobilize women and men in their local communities, while church leaders often have direct access to national authorities and policy makers.

The increased focus on advocacy in NCA's work in the region will be most clearly visible in the South Africa Office, where long term development assistance will be gradually phased out. Instead, interventions will focus on policy change advocacy to influence duty bearers to develop just and pro-poor policies, and policy empowerment advocacy to mobilize right holders to demand just and pro poor policies. The intention is also that the office in South Africa can support other NCA offices and their partners, both in Southern Africa and in Africa as a whole, on regional advocacy on certain issues, such as natural resource governance and extractive industries.

Cooperation and coordination with other members of the ACT Alliance will be further developed during the period. This is particularly true for Zambia, where NCA will merge its country program with Dan Church Aid and Christian Aid to form a new, joint Zambia program owned by all three organizations. With this merger, which is expected to be operational from January 2011, the three agencies seek to provide more efficient and better quality support to partners in Zambia.

Priority countries for NCA in Southern Africa will continue to be Malawi, Zambia, Angola and South Africa. During the period, NCA will also assess the feasibility of establishing a

country program in Mozambique. Few other Norwegian actors are working in Mozambique, and other members of the ACT Alliance are pulling out in order to concentrate on other countries. NCA sees an important potential for synergy with especially the South Africa and the Angola programs.

Some limited support to advocacy activities in Zimbabwe will be maintained and channeled through the office in South Africa.

NCA's programs in Southern Africa have to a large degree been expanded thanks to the strategic partnerships with the Norwegian Embassies in the respective countries. NCA hopes to secure an important part of the funding of these programs from the Embassies also in the coming period. The Norad funding has provided important predictable core funding, which has and hopefully will continue to ensure the continuity of cooperation with core partners in the region. It will be important to encourage Norwegian authorities to continue and increase the support to national civil society's efforts for good governance and more just distribution of wealth, particularly in countries where Norwegian companies operate and make huge profits.

In addition, NCA will also strive to develop a more diversified and systematic fundraising strategy. We explore potential for new funding from donors such as the UN and the EU, and try to further develop country-specific opportunities for private donations and agreements with Norwegian companies.

2.3 West Africa

The main intervention strategies for NCA in West Africa will be to continue the cooperation with local organizations, local communities and committees, including religious leaders. NCA will concentrate its activities both geographically and thematically over the next five years to ensure maximum impact in Northern Mali. This is an area where few NGO's operate and where NCA partners are addressing major rights deficits and social needs. Tools and methodologies that have been developed and adapted to the local context by NCA and partners will be used and developed further during the strategy period. These include community dialogue, local response and traditional meeting places being re-established to deal with today's challenges.

The strategic priorities for Mali will be the Right to Peace and Security and Gender Justice. The right to Peace and Security is fundamental and at the same time closely interlinked with development of sustainable livelihood and management of natural resources. The focus will be interventions, which enable people to move towards a peaceful and productive life, while increasing the resilience communities to climate change and ensuring that families can survive in the harsh Sahel climate.

The work on Gender Justice will continue with focus on Gender Based Violence and women in Governance. The Women in Governance work will focus on participation of women in decision making forums such as health committees, school committees, neighborhood committees and local and regional councils.

Northern Mali will continue to be the main geographic priority for NCA interventions in West Africa. The NCA country program in Mauritania will be phased out during the period. The Health and nutrition project in the Sarawi refugee camps in Algeria will continue, assuming continued availability of funding.

NCA will seek to maintain the level of funding to West Africa from NORAD for the 2011-2015 period, while at the same time trying to gain a third phase of funding from the Swedish Development Agency (SIDA) to the Local Democratic Governance program.

2.4 Middle East and Asia

Through our interventions in the Middle East and Asia NCA's main strategy will be strengthening civil society actors. The strength of civil society varies in the region, ranging from well-established and strong in Bangladesh and India to aspiring (and to a large degree linked to national mass organizations) in countries like Vietnam and Laos. Through our presence in Jerusalem, Islamabad, Kabul, Vientiane (Chiang Mai and Rangoon) and Hue, we are building close relationships with local NGOs and community based organizations.

We are presently closing down our offices in Colombo and Amman following our decision to phase out operations in Sri Lanka and Iraq. During the next planning period, we plan to strengthen our presence in Burma and Bangladesh. Efforts are already underway to move the Area Office from Sri Lanka to Bangladesh.

Religion and faith play major roles in most countries in the region. On the other hand, religious actors are not necessarily supportive to development processes, empowerment and human rights. NCA will continue to work with religious actors to promote better dialogue between faiths nationally and accross boarders. To various degrees, faith-based organizations will be active partners in development, advocacy and emergency work. Building on such organizations in countries where civil society is emerging will be a key strategy during the agreement period.

The context of Afghanistan, Pakistan and the Occupied Palestinian Territories are largely influenced by conflict, insecurity and unpredictable political situations. These factors demand a high degree of risk assessment and contingency planning. Do No Harm will be essential in all planning and implementation. Gender issues are sensitive and controversial and will also require special attention. Working in these countries, requires that NCA and partners call strongly for attention to the equity, protection and participation deficits for women.

Even though most NCA priority countries in this region are not well functioning democracies, we have through long standing relations managed to work on advocacy issues with our national partner organizations. NCA has long term perspectives and will by continued application of a rights based approach seek to increase the space for advocacy. We also believe that the introduction of HAP will lift the awareness of accountability of duty bearers towards rights holders.

Climate change issues are increasingly on the agenda of partners in Bangladesh, Vietnam, Laos and Afghanistan. We need to build increased capacity and competence on these issues in partners and NCA's own organization during the planning period and budgets will increase accordingly.

We will continue the process of greater geographic concentration over the next few years. The Sri Lanka program will be phased out by end of 2010 and the Iraq program will be closed before mid-2011. Nepal will be phased out by 2012. Work in India will be reduced in volume and scope. Faith dialogue with some regional links will remain as the main activity together with a program to support Tibetan refugees in India. Bangladesh and Burma are expected to increase in gross budgets over the coming years. There is still uncertainty whether sufficient funding will be available for Pakistan after the rehabilitation phase after the 2010 floods has been completed.

Several country programs in the region depend heavily on funding from the Norwegian Ministry of Foreign Affairs (MFA), including Norwegian embassies. This gives a relatively low predictability and represents a risk for sustainability of projects and partnerships. So does funding from sources like USAID, the Global Fund, UN agencies and international donors. It is therefore our intention to increase the NORAD share of funds in countries like Burma, Vietnam, Laos, Pakistan and Afghanistan while still pursuing medium term

commitments from NMFA and other donors. The increase in Bangladesh should also mainly be based on NORAD funding.

2.5 Latin America

In general all the countries where NCA works in Latin America are characterized by increasing environmental vulnerability and systematic exclusion and marginalization of large parts of the population, especially women and indigenous people.

The programs in the different countries will give priority to different strategic priorities and thematic programs to overcome this situation, with some common priorities cutting across the country programs.

Strengthening of women's rights and work with Gender Based Violence will be a strategic priority for the work of NCA through the partners in Latin America and the Caribbean in the coming period, including the churches.

Another strategic priority in most of the countries (Brazil, Nicaragua, Haiti and the Dominican Republic) will be Climate Justice.

In the coming strategy period, Norwegian Church Aid will contribute to strengthening of links between national and global contexts first and foremost by contributing to the development of the ACT Alliance in the countries where we are working.

Collaboration and planning in terms of emergency preparedness and response between the different NCA partner countries in the region will also be an aim in this strategy period

The priority countries for the coming period in Latin America will be Haiti and the border area with the Dominican Republic, Brazil, Guatemala and Nicaragua. NCA will also continue the work in Cuba, although with limited funding. During the period 2005-2010 NCA has phased out the work we had in Peru, Honduras and El Salvador. In terms of the Dominican Republic, the program will only focus on areas bordering Haiti with projects being implemented on both sides of the border.

Efforts to further strengthen coordination with sister organizations operating in Central America will continue, especially with Christian Aid and Dan Church Aid. NCA will give priority to strengthening the ACT Alliance and collaboration with sister organizations in the ACT Alliance in the countries where we work in Latin America and the Caribbean.

In general NORAD funding and own funds will be very important to sustain NCA's work in the region in the coming period.

In Brazil, funding from Operation Day's work (OD) will be of continued importance. Funding from the OD campaign for 2010 will be used over the period 2011-2015.

In Haiti, Guatemala and Nicaragua, NCA will work with funding possibilities from European Union and other government funding and regarding Haiti also UN and other international institutions.

2.6 Europe

After more than 20 years of rebuilding the Eastern Europe after the fall of communism, many countries face common challenges of economic crisis, poverty, unemployment, forced migration and deep rooted social justice issues. Norwegian Church Aid has since the 1990's been focusing on support to development of sustainable diaconal organizations and civil society organizations in Eastern Europe and Western Balkans. We have challenged churches and partners to address burning issues and controversial issues, such as HIV and AIDS. In this strategic period, NCA will focus on further

development of partnerships with the Russia Round Table and the Armenia Round Table. The programs in Serbia and Kosovo will be continuing if the support from the Norwegian MFA will be available and the work will be phased out by the end of 2012. NCA does not plan to develop new partnerships in the Europe region during this strategic period.

In Russia, NCA will continue to support the Russia Round Table (RRT), based in the Department of External Church Relations of the Moscow Patriarchate of the Russian Orthodox Church. The two main strategic priorities for this cooperation are gender justice and social mitigation of HIV and AIDS. The program of addressing gender justice is a new theme of the cooperation with RRT and will focus mainly on two issues: human trafficking and domestic violence. Work on HIV and AIDS started in 2001. This will continue under the Social Mitigation of HIV and AIDS program and will focus on service delivery (palliative aid) and consulting for People Living with HIV. This program will be phased-out during this strategic period. During the strategy period, we will explore the potential to work with indigenous peoples in Northeast Russian, in cooperation with partners in Russia and the Norwegian Sami Council of Churches.

In Armenia, the partnership will be strengthened with the Armenia Round Table Foundation of WCC, which is a member of the ACT Alliance. The main focus of the cooperation will be within the strategic priority of economic justice. NCA will also support the development of Armenia Round Table as a diaconal development organization with a regional outreach. This capacity development program will be carried out in cooperation with other ACT members and is part of a NCA's exit strategy in the region. The program aims to equip the ART as a development agency on the regional level, which represents ACT Alliance interests in region.

The general trend of decreased funding for Europe is the main reason for NCA phasing out most programs in Europe. As part of a responsible exit strategy, NCA give priority to assisting ART in realizing a sustainable funding diversification strategy. The programs in Russia and Armenia will be financed by NCA non-earmarked funds. The integrated community development program in Armenia is supported by the Norwegian MFA.

3. NCA INTEGRATED APPROACH

NCA's goal and main approach for work in the country programs is to support long term sustainable development. Underlying structural causes of poverty and unexpected natural and man made disasters mean that we cannot view development as a linear and uninterrupted process. NCA therefore gives priority to working through an integrated approach, which combines long term development assistance with emergency relief and advocacy.

This responds to the overall need to link agendas of human development with human rights and human security and helps to make our work more relevant to the different contexts in which we work. A project that starts as an emergency project can develop strong advocacy components. A project starting with a development agenda can be strengthened with an advocacy campaign. A project with main focus on advocacy can also be forced to move into emergency response and long-term development.

As we strengthen our integrated approach, it is important that we continue to develop professionally within each of the three approaches. The following outlines the priorities for further development of our emergency and global advocacy work during the

agreement period. Priorities for long term development are mainly reflected in Chapters 4 and 5.

3.1 Emergency Preparedness and Response

Assisting men, women and children in humanitarian situations is central to NCA's commitment to a right to a life with dignity. NCA's emergency preparedness and response system is grounded in both our commitment and the Norwegian Government's commitment¹ to continue to work with NOREPS², which places NCA as the central provider of emergency water, sanitation and hygiene (WASH) services. NCA will also continue to focus on the delivery of psychosocial assistance and logistics support in humanitarian situations, as outlined in Chapter 4.2 of NCA's Global Strategy for 2011 to 2015.

During this period, NCA will continue to respond to humanitarian needs through a holistic, rights based approach, aiming to provide timely, appropriate and adequate support to rights holders, whose own coping capacities have been overwhelmed by natural disasters or war, while preserving their dignity.

New to this strategic period (2011-2015) is a reinforced emphasis on emergency preparedness. Over the next 5 years, NCA will develop Emergency Preparedness Plans (EPP) for all priority countries and give priority to integrating Disaster Risk Reduction (DRR) strategies in all of our programs. NCA's commitment to the ACT Alliance cooperation and coordination through the Cluster Approach will also further influence how we plan, prepare and respond to the ever increasing number of natural disasters.

NCA's strategy of concentrated growth will influence where and when we respond to humanitarian situations. First and foremost, we will continue to provide a robust emergency response in NCA priority countries³. NCA will also maintain a strong focus on emergency preparedness in those locations through our Emergency Preparedness Plans. In non-priority countries, NCA's response will be in accordance with the humanitarian imperative, and build on the presence of other ACT Alliance members in country and the criteria outlined in Section 4.2.5 of the NCA Global Strategy, 2011-2015.

NCA will, during the next strategic period, take a more systematic approach to how we prepare and deploy our emergency response capacity. This capacity is defined by our commitment to being a 'first phase' organization, within the framework of: our areas of expertise (WASH & Psychosocial), the ACT Alliance and our emergency preparedness plans. Ultimately, NCA's objective is the development of a 'Emergency Preparedness System' in which each NCA office has, in cooperation with partners, both the capacity and mechanisms in place to respond to a local humanitarian situation. Nonetheless, NCA will continue to maintain an integrated global response capacity⁴ (based in Norway) to allow us to assist in situations beyond the capacity of our local offices and/or the ACT Alliance. In order to achieve this, NCA will continue to develop our own internal systems, including:

¹ Norwegian Government, 2009, St.meld. nr. 40 (2008-2009) Norsk humanitær politikk, Page 38.

² Norwegian Emergency Preparedness System - <www.noreps.com>

³ This commitment is usually defined by those countries in which NCA has a country plan or concept.

⁴ This incorporates NCA's emergency equipment stores (in Norway and at UNHRD) and emergency roster personnel managed by the Division for Emergency Preparedness in Oslo under the NOREPS system.

- a) Emergency preparedness planning (EPP) at the country level, but integrated globally⁵;
- b) Systematic capacity building of NCA and partner staff anchored in the EPPs;
- c) Relevant emergency equipment stores at country, regional or global levels;
- d) Continued development of clear routines and guidelines for managing NCA's emergency responses with an emphasis on planning, monitoring, evaluation and structured learning;
- e) Trained emergency roster personnel ready to deploy at short notice; and
- f) Adequate personnel capacity at HO to properly manage and coordinate NCA's emergency interventions;

In addition to these systems, DRR will be a key element to bridging the continuum from emergency to long term development. DRR capacities will be developed in all countries we are working in, together with a continued focus on implementing NCA's standards for programme quality.

Through learning, NCA will continue to professionalize and aims to be an organization at the forefront in regards to 'best practice' in the humanitarian sector. NCA has an ambition to be an innovator in the sector, especially within the ACT Alliance. The quality of our work will not only depend on the professionalism of our staff and partners, but also on the quality of the systems noted above. NCA will monitor overall progress to improve our emergency preparedness and response against the following outcome statement and Selected Output Indicators:

Outcome:

NCA has responded in a timely and effective manner to global humanitarian needs through the application of a systematic approach grounded in emergency preparedness plans and the mainstreaming of Disaster Risk Reduction (DRR).

Selected Output Indicators:

Percentage (%) of Emergency Preparedness Plans that have been assessed against the developed criteria and approved by NCA Head Office during the previous year.

Average number of days between a) when NCA deployed personnel or equipment arrives in a country affected by an emergency⁶ and b) the day the emergency occurred and where NCA initiates a global response related to that emergency.

3.2 Global Advocacy and Strategic Alliances

Norwegian Church Aid has advocacy as one of the three approaches of our work. We work with our partners on how to influence political decisions made by individuals, communities, governments, religious leaders and businesses with regard to issues affecting the political, economic and social rights of the poor.

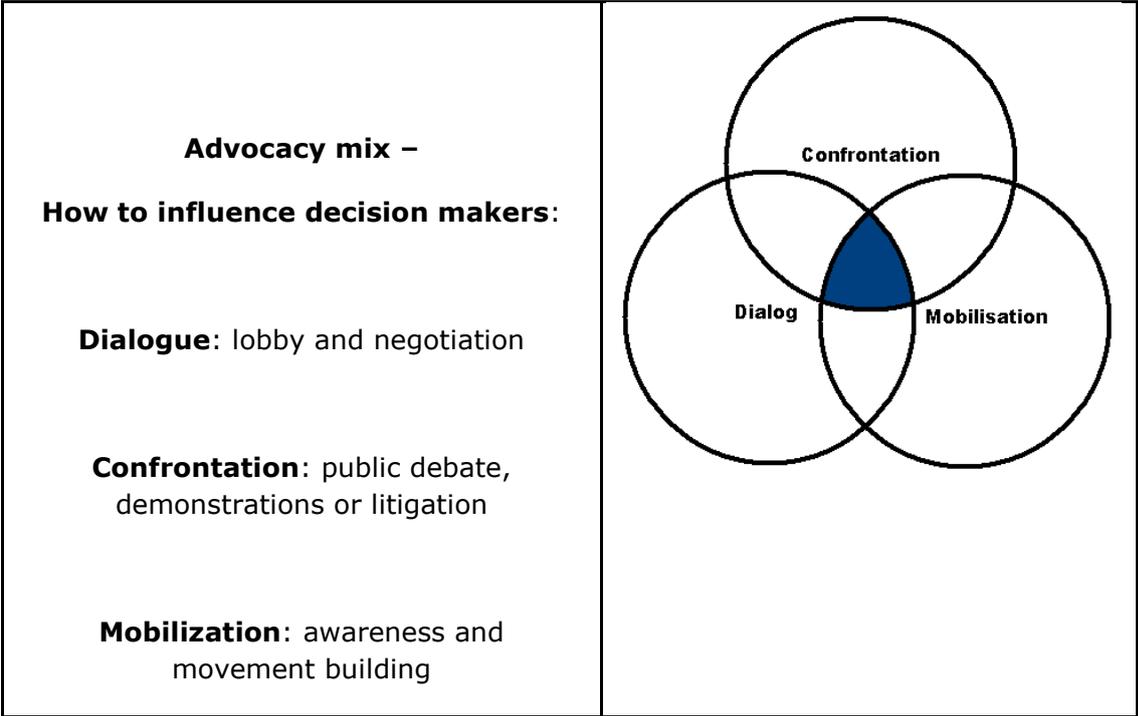
⁵ Global integration refers to a system by which individual EPPs also incorporate NCA's global resources (e.g. those managed by NCA HO) and where the EPPs are quality assured and catalogued by NCA HO in Norway.

⁶ As defined by – 'Emergency - The ACT Operational Definition (1998)' < <http://www.act-intl.org/manual.php>>

Advocacy is an integrated part of our country program plans. In principle, Norwegian Church Aid will apply our integrated approach in all countries in which we work. However, the main element of each intervention will vary according to the most pressing challenges in the actual context.

By creating better connections between advocacy work carried out locally, nationally and globally, we strive to achieve lasting results, leading to structural changes and a just world. We will continue to develop tools and methods for the integration of advocacy in our long-term development work, as well as in our work with emergency preparedness and response. We will also make sure that our Country Offices have the necessary competence and capacity to work effectively on advocacy issues.

Advocacy is a complex way of working and we use this model to assist in identifying the most appropriate strategy or combination of strategies for a given context:



Advocacy for social change must always be:

- **rights-based** - reflecting the expressed needs of the rights-holders
- **rooted** - stemming from issues that Norwegian Church Aid and partners meet in our long-term development and emergency work
- **addressing structural causes of poverty** - from local via national to international structures

At organizational level, NCA will give priority to advocacy issues linked to all 5 Strategic Priorities. These are reflected in Chapter 4. Norwegian Church Aid has a Department for Development Policy at Head Office, which focuses on global advocacy and advocacy in Norway. The Department’s advocacy priorities for 2011 – 2015 will be: climate justice, economic justice and conflict and the linkages between these. Within this agenda, NCA will give particular priority to issues related to international capital flows and tax justice. NCA will therefore monitor two priority outcomes related to **advocacy in Norway on capital flows and tax justice** through two Selected Output Indicators.

Outcomes:

Positive changes in national Norwegian policies on tax justice, which strengthen transparency on international capital flows (e.g. stock regulations, Norwegian Petroleum Fund policy, company reporting) and tax justice in NCA priority countries.(including Norway)

Positive changes in Norwegian positions on international policies for tax justice.

Selected Output Indicators:

Number of NCA advocacy initiatives addressing capital flight and tax injustice.

Number of public statements by NCA demanding changes in Norwegian domestic and international politics related to capital flight and transparency.

NCA works systematically through **strategic alliances** in order to lift programmatic issues from a national level to the global level. During the strategy period, NCA will strive to work with global core partners and global resource organizations in a more targeted way towards our five strategic priorities (See also Chapter 4).

NCA's core partners on the global level are global faith based organizations. NCA regards the global core partners as important instruments for both global advocacy, agenda setting within the member churches, as well as capacity development and mobilization of own constituencies, many of which are NCA core partners in the country programs. (See Annex 3 - Description of NCA Global Core Partners).

The global core partners facilitate arenas where their members and other faith actors can meet, share experiences and best practices, discuss and formulate common messages on issues related to global justice, humanitarian policy and human dignity. These global core partners often have a comparative advantage in accessing global decision making arenas such as the UN, WTO and the World Bank. As representatives of millions of Christians worldwide, NCA's global core partners also carry more weight and legitimacy, than NCA has alone, when speaking out against injustice or giving voice to marginalized people in global arenas.

NCA global partners play an important agenda setting role on issues which represent a challenge within the church institutions themselves (e.g. HIV & AIDS, gender justice) or an issue which is perceived as outside the mandate of the church (e.g. climate change, economic justice). Global core partners develop much needed theological reflection and study materials, which challenge members to revisit traditional attitudes and practices or use faith values to analyze complex issues in new ways.

Other issues, such as religious based conflict, must be addressed by religious leaders and faith communities themselves. NCA's global core partners offer unique arenas for dialogue between religious leaders, which aim to increase mutual understanding, decrease tensions and create space for reconciliation and peace.

Global resource partners refer to strategic alliances that are not faith based. NCA's cooperation with these partners is based on their expertise and strategic role on the global arena on a given topic. In global advocacy work, the global resource partners contribute high levels of competence on issues, rootedness and relevant networks as well as access to international political processes, which we would not have been able to achieve on our own.

4. NCA STRATEGIC PRIORITIES AND GLOBAL THEMATIC PROGRAMS

A main programming innovation during this agreement period will be to develop 12 robust Global Thematic Programs, which will be implemented through NCA's integrated approach of long term development, emergency response/preparedness and advocacy. NCA's motivation for developing 12 Global Thematic Programs is to improve the quality and accountability of programs, mobilize new program resources, and ultimately contribute to better results for rights holders in NCA priority countries.

As Global Thematic Programs are a new initiative, we will need to create a common understanding among staff and partners of what it means to work through Global Thematic Programs. For NCA purposes, Global Thematic Programs are defined as:

- a) The 12 main Thematic Program Areas where NCA will report results of our work and which form the **basis for global results reporting** in relation to the Norad Multi-year Cooperation Agreement.
- b) Each program will have a clear goal, statement of expected outcomes and **Selected Output Indicator** (See Annex 4 – Selected Output Indicators). This will provide the framework for both quantitative and qualitative reporting in annual progress reports at both country and organizational level. NCA will continue to develop the **Documenting Practice** methodology for more systematic reporting of rights holders' significant change stories. We will look for significant change stories that relate to the Global Thematic Program's outcome statements.
- c) Each Global Thematic Program will be **comprised of the respective Thematic Country Programs**. (See Annex 5 -Overview of Thematic Programs by Country and Region)
- d) Each program will identify and establish relevant **Communities of Practice** with the overall purpose of ongoing development and quality assurance of the programs. More specifically, these communities of practice will: facilitate learning and exchange between country programs and between research and practice, strengthen synergies between the different country-level interventions and support capacity development of NCA staff and partners.
- e) Each program will seek to **strengthen linkages** between local, national, regional and global initiatives, with a focus on cooperation within the ACT Alliance.
- f) Each program will build on the value-added of working with **Faith Based Organizations**. Religion and faith play a major role in the countries where NCA works. Religious actors are, however, not always in the forefront of promoting human rights, gender equality and social justice. Through the Global Thematic Programs, we aim to mobilize our core partners' potential to be actors for positive social change.
- g) Each program will develop and be held accountable for **integrating NCA/ACT standards for development** – rights based, gender equality, environmental sustainability, conflict sensitivity and accountability.

We will not have 12 robust Global Thematic Programs in place by January 2011, but will need to work diligently to make them a reality. We will give priority to the following main tasks during the agreement period:

We will further develop **thematic focal points at global level**, which will be tasked to coordinate, support and monitor program development and to analyze and report results at the level of Global Thematic Programs,

NCA will **develop and resource communities of practice** at country, regional and Head Office level with the purpose of providing space for on going program development, learning and exchange. We hope to strengthen synergies between different but related interventions by linking core partners to resource partners, linking research and practice, and providing mutual capacity development for NCA staff and partners.

NCA will give priority to further **development of routines and tools for program planning, monitoring and reporting**, with particular focus on:

- Establishing country-level baselines for each priority program during the first half of 2011.
- Further development of good quality indicators through the introduction and annual reporting on Global Selected Output Indicators and improved quality of outcome/output indicators in Country Program Plans.
- Further development of qualitative methods – documentation, analysis and use of Significant Change Stories.
- Establish standards and procedures for development and approval of thematic programs at country level.

NCA will also need to **secure financial and human resources** to develop robust Global Thematic Programs.

The following provides a description of how NCA will work toward the 5 Strategic Priorities by: implementing 12 Global Thematic Programs, carrying out advocacy in Norway and globally and working strategically with global core partners and resource organizations.

4.1 The Right to Peace and Security

From 2011-15 NCA will work towards the fulfilment of the right to peace and security. NCA's main contributions will be through **3 global thematic programs** which will be implemented in 14 priority countries:

Women, Peace and Security

Community Violence and Small Arms Control

Faith Communities and Peace Building

In addition, NCA will work to influence policy frameworks through systematic work on **priority global advocacy issues**. From 2011 – 2015, NCA will in Norway and globally advocate for:

- ❖ The protection of humanitarian space in contexts of conflict.
- ❖ The inclusion of civil society and religious actors as important participants in peace building and conflict resolution, and support to peace building initiatives by these groups.
- ❖ The special focus on the role of women in conflict prevention and peace building, which includes prioritizing women's participation in peace initiatives and continuing the work to prevent impunity in cases of gross abuse in conflicts.
- ❖ Full implementation of UN SC Resolutions 1325, 1820, 1888, 1889 nationally and for stronger enforcements mechanisms in the United Nations.
- ❖ Support to local initiatives for arms control and prevention of armed violence.
- ❖ Stronger national export control regulations and for a legally binding international agreement trade in conventional arms (Arms Trade Treaty) which includes small arms and ammunition and includes human rights and development.

At global level, NCA will **strengthen relevant strategic alliances** through more active cooperation within the ACT Alliance and more strategic cooperation with global core partners and global resource networks. From 2011 – 2015, NCA will give priority to the following:

ACT Alliance:

NCA will continue to be an active advocate for the use of UNSCR 1325 the framework for ensuring women's participation and protection in all of ACT's work. In particular we will work to integrate this framework in various ACT working groups, focusing on inclusion of women in peace negotiations, as well as the importance of their participation as a basis for protection. NCA will give priority to integrating conflict sensitive programming in ACT's humanitarian work. This will strengthen the stabilizing effect of ACT's humanitarian work, and will provide a better environment for peace building efforts.

NCA has gained valuable experience regarding the importance of psychosocial support in humanitarian work and conflict situations. Psychosocial support has been instrumental in building the resilience of affected women and men, and giving them the coping strategies needed to move forward. The support also empowers people to take active part in building some of the protection mechanisms needed in an humanitarian intervention.

Within the ACT Alliance, NCA has been instrumental in developing a facilitator's guide and other internet based resources for psychosocial support in humanitarian situations. Through ACT, we will continue to expand and make operational this support.

Key global core partners: WCC, Religions for Peace (RfP)

WCC and Religions for Peace are two important structures representing the global ecumenical and interfaith communities. Having access to these structures is very strategic for voicing peace and security concerns within the global structures of the United Nations and other international arenas.

NCA will contribute to WCC and RfP capacity development and mobilization of religious leaders. We will actively support their efforts to facilitate global networks and platforms for ecumenical and interreligious actors to meet, exchange experiences and advocate on common concerns related to peace and conflict.

We will work to lift issues of particular importance for NCA, such as small arms control and women's participation in peace processes, into the WCC's UN advocacy agenda, as well as in RfP.

NCA will participate actively in the WCC International Ecumenical Peace Convocation in May 2011 as a starting point for influencing the WCC's future strategy for work on peace and conflict.

Key global resource partners: IANSA and Control Arms Campaign (potential)

NCA will participate actively in campaigning and lobbying for stronger national export control and regulations and for an Arms Trade Treaty regulating the sale of all conventional arms, including ammunition.

WOMEN PEACE AND SECURITY

Goal

Women and girls are protected against gender-based violence in conflict situations, and participate actively in peace building initiatives.

Outcomes:

- ❖ Girls and women are protected against GBV in humanitarian responses, with a focus on sexual violence.
- ❖ Women have participated in all phases and at all levels in NCA supported peace building processes.
- ❖ Survivors of gender based violence in NCA supported programs are provided with psychosocial, medical or other assistance, including life skills training.
- ❖ Authorities, faith based organizations and local communities have actively advocated for the implementation of UN SC Resolutions 1325, 1820, 1888, 1889 at national and global levels.

Selected Output Indicators:

Number of survivors of GBV with access to outreach programs in conflict or post-conflict areas.

Number of female representatives involved in peace building or peace negotiations.

Countries Included in the Program and potential for improved synergies:

The Women Peace and Security program will be comprised of 7 country programs: The Democratic Republic of Congo (DRC), Rwanda, Somalia, Afghanistan, Pakistan, Palestine OT, and Haiti/DR.

The Women Peace and Security (WPS) program will be developed in fragile states and country programs with a context of ongoing conflict or war. All of the countries participating in this program have or are experiencing a critical humanitarian crisis. Different features of the Women Peace and Security program will emerge through the agreement period: DRC and Rwanda will have a special focus on sexualized violence in conflict, where the issue of protection of civilians will be a major concern. Overarching concerns such as problems with impunity and the conflict over natural resources will be key features. In Palestine there is a special focus on mobilizing civil society and authorities to advocate for the UN SCR 1325, both nationally and locally. An important goal for NCA under this program is to promote the participation of women into all phases of peace building. This will be a focus in all the countries that have chosen the Women Peace and Security Program. Thematic clusters will be developed around participation in peace negotiations/peace building, advocacy for on implementation on UN SRC 1325 and protection.

Status and priorities for further development

Both at the Head Office and in many country programs, WPS has been a priority and capacity building has been done. NCA will now strengthen this by developing WPS as a separate program. We now need to draw on this knowledge and develop good synergy

between the different human resources, experience in the national offices and head office in Oslo. There is great potential to establish linkages from local to global to influence the adoption of 1325 national action plans.

Relevance

The issue of WPS is high on the political agenda in Norway. In 2006 a Norwegian Action Plan on UN SRC was adopted. A strategy on its implementation will be presented in November 2010. WPS issues will also be a special focus area for Norway in the newly established UN Women.

Risk factors

The Women Peace and Security program will be developed in fragile states and in many cases in a context of ongoing conflict or war. All of the countries participating in this program have or are experiencing a critical humanitarian crisis. In many countries, it is politically sensitive to work on UN SRC 1325 and there is a risk that this may limit the space for program development.

COMMUNITY VIOLENCE AND SMALL ARMS CONTROL

Goal

Local communities address violence and small arms control.

Outcomes

- ❖ Local structures have introduced community initiatives to build cultures and capacities for peace.
- ❖ Local structures and capacities for peace are frequently utilized to address local violence in NCA target areas, including armed violence, supply of arms and demand for small arms.
- ❖ At risk youth and former combatants have chosen educational and vocational opportunities to secure sustainable livelihoods, as an alternative to crime and violence.
- ❖ NCA and partner networks have exposed illegal trading of small arms.
- ❖ Partners and rights holders have advocated for the adoption and implementation of legislation for control of small arms.
- ❖ Women participate in NCA supported community level peace building initiatives.

Selected Output Indicator

Number of right holders involved in NCA interventions to reduce the level of community violence.

Countries Included in the Program and potential for improved synergies

This program will be comprised of 4 country programs, complemented by advocacy work on small arms and munitions control targeted at Norwegian and global actors:

Rwanda, Mali, Brazil, and Haiti/Dominican Republic.

Experience sharing and cooperation on capacity building will be fostered between Brazil and Haiti in Latin America, as well as between Mali and Rwanda in Africa.

Regional Partners

Regional partners in Eastern Africa are All Africa Conference of Churches, Fellowship of Evangelical Churches and Councils in Great Lakes and Horn of Africa (FECCLAHA), and the African Council of Religious Leaders (ACRL).

We may need to identify additional regional partners in Latin America. However, NCA’s Brazilian based partner, Viva Rio, has played an important role in developing the program in Haiti.

Status and priorities for further development:

In Brazil and Haiti, NCA has over time supported programs addressing community violence and proliferation of small arms. The NCA partner in Latin America Viva Rio has been an important instrument. Introducing a global thematic program on both community violence and small arms control will further benefit capacity building, experience sharing and access to networks. For all our activities in this area, baseline studies and conflict analysis will be required for further planning and monitoring.

In the coming program period, NCA will continue to strengthen its work to address violent conflict at community level. All NCA peace building initiatives will be required to carry out a conflict analysis which identifies the driving forces of the conflict. Peace building initiatives during this period will be designed to address driving forces of conflict

and thereby improve their potential to contribute to positive change on the socio-political level.

This approach will entail NCA and partners' gaining an improved overview and knowledge of other peace initiatives related to a conflict, in addition to those supported by NCA. This will enable better coordination of initiatives on different levels, and help to secure stronger synergies between the various peace initiatives. During 2011, NCA will give priority to establishing baselines related to the 6 outcomes above in the 4 program countries.

Related to NCA's geographic concentration and the introduction of global programs, we will focus more on the synergy effect of different NCA supported program initiatives and thematic competences both globally and within the regional hubs.

Relevance:

Community violence and proliferation of small arms fuel and sustain larger conflicts and pose a major human security threat to local communities. Addressing violent conflict in local communities is an important contribution towards the realization of people's right to protection from violence as well as to live in a conducive environment for sustainable development. The relation between armed violence and development is a priority for Norway in their work with humanitarian disarmament. This has been stated in the government white paper nr. 27 (2007-2008) on humanitarian disarmament and non-proliferation and also in the State budget for 2011.

Risk factors:

Security, political space for peace building, trust from the local community, willingness of government structures and parties in conflict to cooperate with the peace building initiatives are all significant risk factors when addressing community violence and small arms control. Most funding for this work has come from MFA through annual agreements and it is a challenge to secure predictable and long term funding for this type of work. Predictable funding is crucial, as the work of transforming conflict requires long term commitment and strategies.

FAITH COMMUNITIES AND PEACE BUILDING

Goal

Religious actors participate actively in peace building processes contributing to sociopolitical change in local and national contexts.

Outcomes

- ❖ Religious actors come together in formal and informal structures to dialogue and cooperate on peace building and address driving forces of conflict.
- ❖ Faith communities in NCA target areas meet regularly to dialog and cooperate on conflict prevention and peace building at local, national and regional levels.
- ❖ Faith communities contribute to conflict analysis and planning of peace building interventions in their communities.
- ❖ Youth and community members in conflict areas where NCA works have awareness and are using knowledge on peace education and cultures of peace.
- ❖ Peace building interventions supported by NCA are based on conflict analysis and are coordinated with other interventions on local and national levels.
- ❖ Women participate at all levels in faith-based peace building initiatives.

Selected Output Indicator

Number of peace building interventions by faith communities to address driving factors of violent conflict.

Countries included in the program and potential for improved synergies

The Faith Communities and Peace Building Program will be comprised of 11 programs: Ethiopia, DRC, Rwanda, Kenya / Eastern Africa Region, North Sudan, South Sudan, Somalia, Israel/Palestine, Afghanistan, Pakistan, India.

Eastern Africa and South Asia represent 2 strong regional clusters, which provide special opportunities for learning and exchange and the establishment of communities of practice across country borders.

Regional Partners

In Eastern Africa, NCA's program on Faith Communities and Peace Building will build upon strong existing cooperation with regional faith-based partners: All Africa Conference of Churches (AACC), Fellowship of Evangelical Churches and Councils in Great Lakes and Horn of Africa (FECCLAHA) as well as African Council of Religious Leaders (ACRL).

In South Asia, the following regional partners will be important: Asian Conference of Religious Communities (ACRC), Asia Conference of Churches (ACC).

Status and priorities for further development

In several of the countries above significant capacity and experience have been developed on faith communities engagement in peace building in general. In some of the country programs, there is less experience. NCA will in the coming program period of 2011 – 2015 focus more on specifically working on violent conflicts. The countries, which are listed above, are all in different ways exposed to violent conflict. All NCA supported peace building initiatives will in this program period be developed with a reference to an articulated conflict analysis that also identifies the driving forces of the conflict. The peace building initiatives will aim at addressing driving forces as well as contributing to change on the socio-political level. This approach will demand a better overview of other peace initiatives than only the ones supported by NCA, as well as a better coordination of initiatives on different levels, to secure more synergy effect of various peace efforts.

Baseline information on current status of the outcome statements needs to be developed for relevant countries and regional initiatives.

Related to NCA's geographical focusing and the introduction of global programs, we will focus more on creating synergies between the different NCA supported program initiatives and thematic competencies within the two regional hubs and at organizational level. When requested, NCA, both through partners and directly, will assist to facilitate peace building initiatives. Developing stronger linkages with professional resource organizations will also be a priority during the program period.

Relevance:

The UN and the Norwegian Government are very clear on peace as a condition for sustainable development. Mobilizing faith based actors to contribute to peace building in their respective communities is a strategic contribution to just and sustainable peace. Mobilizing civil society to contribute to peace building is also very strategic in order for *track one peace processes* to be successful and sustainable. NCA, being one of the Norwegian organizations with most experience in mobilizing religious communities for ecumenical and interfaith cooperation in peace building, is in a position to provide a relevant contribution to peace in relevant NCA priority countries.

Risk factors:

Security, political space for peace building, performance and commitment of actors from religious communities are all elements that may affect peace building in a negative way. Religious leadership will in some areas lack the trust of the people, and religious leaders are in some context more viewed as responsible for the conflict than someone whom can be peace builders.

4.2 Gender Justice

From 2011 – 2015 NCA will work towards the goal of Gender Justice. NCA's main contributions will be through **2 global thematic programs** which will be implemented in 21 priority countries:

Gender based violence Women in Governance

In addition, NCA will work to influence policy frameworks through systematic work on **priority global advocacy issues**. From 2011 – 2015, NCA will focus on the following gender justice advocacy issues.

NCA will in Norway and globally advocate:

- ❖ For the full participation of girls and women in governance issues and structures, including faith-based structures.
- ❖ For efforts against gender-based violence, which aim to challenge patriarchal attitudes and change the behavior and attitudes of men in order to eliminate harmful traditional practices.
- ❖ Initiatives that strengthen the economic empowerment of women, including the right of ownership and access to capital for sustainable livelihood.
- ❖ To strengthen the establishment of UN Women for the full adaptation and implementation of international human rights conventions (CEDAW, etc) in national legal frameworks.
- ❖ To strengthen the international and national legal protection of women through laws preventing gender-based violence.

At global level, NCA will **strengthen relevant strategic alliances** through more active cooperation within the ACT Alliance and more strategic cooperation with global core partners and resource networks. From 2011 – 2015, NCA will give priority to the following:

ACT Alliance

NCA will continue its participation in relevant ACT working groups aiming to ensure the implementation of the ACT Alliance Gender Policy. Special emphasis will be given to the practical application of gender mainstreaming in all ACT related activities, including planning, reporting and monitoring of results on women's participation and protection.

Key global core partners: WCC, LWF/DMD, World YWCA, APRODEV

NCA will continue and further develop our support to and mutual cooperation with WCC, LWF/DMD and World YWCA on their efforts to address gender justice issues within the churches and in society. Particular emphasis will be given to conducting institutional gender audits, developing and implementing gender policies, addressing the issue of power relations and masculinity related to gender based violence, developing relevant theological material, promoting and facilitating full participation of women in the life of the church and society through leadership training of women, as well as conducting gender advocacy in international forums such as the annual UN Commission on the Status of Women.

Key global resource partners:

NCA has at present a Memorandum of Understanding with FOKUS in Norway, and has begun to explore ways in which we can link our two constituencies at country level – so far with a focus on Guatemala and Tanzania. Since we are now expanding our work on

gender justice there is a need to explore and establish relationships with additional global resource partners in order to strengthen our work as well as our national and global core partners.

GENDER BASED VIOLENCE

Goal

Men and women are mobilized and act together to address harmful practices encouraging gender based violence.

Outcomes

- ❖ NCA and partners have challenged the behavior of religious leaders, men and women to change attitudes and practices of FGM, early marriages, violence in close relations and human trafficking.
- ❖ NCA and partners have provided care and support for girls and boys, men and women who are survivors of GBV.
- ❖ NCA and partners have engaged religious and traditional leaders, local and national governments to transform structures of power and patriarchy which support harmful practices leading to GBV.
- ❖ NCA and partners have advocated national decision makers for laws to prevent violence against women and for the enforcement of policies ensuring survivors' access to care and legal justice.

Selected Output Indicator

Number of public statements by NCA core partners encouraging an end to harmful attitudes, practices and gender based violence.

Countries included in the program and potential for improved synergies:

The Gender Based Violence Program will be comprised of 17 country programs: DRC, Ethiopia, Eritrea, Kenya, North Sudan, Tanzania, Angola, Malawi, Mali, South Africa, Burma, Laos, Vietnam, Pakistan, Guatemala, Nicaragua, and Russia. In terms of number of participating countries, this will be the biggest global thematic program.

Increased learning and exchange among those country programs addressing female genital mutilation (FGM): Eritrea, Ethiopia, Mali, North Sudan, and Somalia (FGM).

Faith communities speaking out against and addressing practices of GBV within their own institutions is a feature in many of the programs and it will be important to establish synergies between the different countries.

Status and priorities for further development:

The priority of GBV is a continuation from the previous plan period, where awareness raising was the most commonly used approach. The evaluation "Men and women address Gender-based Violence in NCAs strategic plan 2005 - 2009" highlighted the success in agenda setting among various partner organizations, especially faith based organizations. An openness to reflect on GBV has been created. NCA will in the coming planning period strengthen its work to link up activities carried out between different actors (community/right holder, partners/FBOs, other civil society endeavours as well as government activities) on a regional and national level in order to systematically address all the important actors/ fields of action. In addition, NCA will strengthen its organisational learning through a regional exchange by establishing regional focal points. A key area for improvement is also to secure balance of areas of intervention between

awareness raising and improve their sustainability through a greater emphasis on the enhancement of drafting laws, law enforcement and provision of security systems.

Relevance

GBV is a major obstacle to promoting sustainable livelihoods. Women, who represent at least half of the population, are the largest discriminated population group worldwide. Violence against women is among the most brutal expressions of gender discrimination. The Norwegian government has given high priority to combating GBV and in this is stated in the white paper *På like vilkår: Kvinneres rettigheter og likestilling i utviklingspolitikken 2007-2008*.

Risk factors

GBV is to a large extent a taboo issue in many of the contexts where we are working, not least within the FBOs. We risk that some partners will have difficulties to effectively work to address underlying causes of gender based violence.

WOMEN IN GOVERNANCE

Goal

Increase women's participation in governance issues and structures

Outcomes

- ❖ Women and girls in NCA target areas have participated in civic and rights education.
- ❖ Faith based actors promote women's participation in decision-making processes.
- ❖ Women participate in governance issues and structures, including faith-based structures.
- ❖ Faith based actors advocate for the adoption and implementation of national legal frameworks which adhere to key international human rights conventions (CEDAW, etc).

Selected Output Indicator

Number of women represented in governance structures relevant to NCA partners and programs

Countries included in the program and potential for improved synergies

The Women in Governance Program will be comprised of 12 country programs: Kenya, North Sudan, South Sudan, Mali, South Africa, (Zambia), Vietnam, Pakistan, Bangladesh, Guatemala, Nicaragua and Haiti/DR.

NCA will look for synergies between the different country programs and see if thematic resources from one country can be used in the others. During this period, NCA South Africa is developing into a regional advocacy office and will follow implementation of the SADC Protocol on Gender and Development. Gender Links has been and will remain an important resource partner at regional level. NCA Kenya is developing a women's leadership program that will include mentoring and coaching of girls on leadership. In Zambia, Angola, South Africa and Guatemala work on women and governance in the churches will be further developed.

Possible thematic clusters:

- Women and governance in the churches: Angola, Zambia, South Africa, Guatemala, Haiti/DR as NCA global core partners, WCC and LWF.
- Advocate/monitor implementation of CEDAW in national legislation: South Africa, Zambia.
- Promote women participation in political structures: Kenya, Haiti/DR, South Africa, Mauretania, Bangladesh, Ethiopia, Guatemala, and Nicaragua.

Status and priorities for further development:

The Women in Governance Program is a new priority for NCA in this Global Strategy period. NCA core partners are generally quite weak on issues raised in this program. It will be important to identify strong resource organizations, and relevant strategies to further develop this program. Effective strategies for increasing the participation of women in decision making structures will vary from context to context and also in relation to type of decision making structure (e.g. faith based, government, etc). It will

also be a challenge to develop realistic approaches for monitoring the implementation of international and regional human rights conventions in national legislation.

From the global evaluation of NCA work on Gender Based Violence (2010), we learned that NCA and partners have successfully increased awareness about women's rights among both rights holders and duty bearers (mainly faith based actors). However, we have relatively weak on creating a link between the different levels of interventions, especially linking local level interventions to national legal frameworks. This will be improved in the coming GLS period.

Relevance

Women are still far from being equally represented in public decision making bodies (parliament and councils). Inflexible gender roles, patriarchal structures and violence are often obstacles to women's political participation. Therefore, more work needs to be done.

The Women on Governance program is well in line with the policy of the Norwegian government. This is last seen reflected in the State budget for 2011 where efforts to increase women participation is a clear focus for Norwegian Development Policy.

Risk factors

The space for civil society engagement in issues of human rights and democratic participation is shrinking in many countries. This is a real danger, which can negatively impact on the outcomes of this program. The faith based institutions represent a great potential, but many remain conservative on matters related to women's participation in governance structures, particularly within faith based institutions. This is currently the program with the lowest level of funding and it will be a challenge to expand both the activities and resources during the period.

4.3 Economic Justice

From 2011 – 2015 NCA will work towards the goal of Economic Justice. NCA's main contributions will be through **2 global thematic programs** which will be implemented in 20 priority countries:

Livelihood and Trade

Resource and Finance

In addition, NCA will work to influence policy frameworks through systematic work on a few **priority global advocacy issues**. NCA and global core partners are working together for economic justice among peoples and countries. Economic growth is critical to development, but must be distributed and shared equitably. This requires good economic governance. NCA will advocate for an economic system that works to the benefit of developing countries, not against them.

NCA will in Norway and globally therefore advocate:

- ❖ For regulations ensuring transparency and responsibility in the extractive industries sector, which increase revenue for developing countries and safeguards the rights of people living in communities affected by extractive industries.
- ❖ Against harmful secrecy facilitating capital flight from developing countries through tax havens.
- ❖ For responsible lending practices and a fair and independent debt arbitration mechanism
- ❖ For investment, trade and aid policies that ensures a fair distribution and sharing of economic growth in developing countries.

At global level, NCA will **strengthen relevant strategic alliances** through more active cooperation within the ACT Alliance and more strategic cooperation with global core partners and resource networks. From 2011 – 2015, NCA will give priority to the following:

ACT Alliance:

NCA will continue to participate in and lead the *ACT Working Group on Development Effectiveness* with a view to: develop the capacity of ACT members on issues of aid effectiveness, influence international frameworks for development aid, work for agreement on and implementation of CSO principles on development effectiveness and document and address issues of shrinking space for civil society.

Key global core partners: LWF, WCC, Ecumenical Advocacy Alliance, APRODEV

NCA will continue to support and cooperate with our global core partners on mobilization of the churches and joint advocacy towards global decision making bodies such as the UN and global financial institutions on issues relevant to fair trade agreements, combating illegitimate debt, corporate social accountability, extractive industries transparency, taxation of industries and reform the global finance and aid system.

NCA and local partners have produced good evidence-based documentation of the impact of economic policy on local communities and marginalized peoples. In this strategy period, we will work more systematically to share this evidence-based research with our global core partners, in order to improve synergies between national and global level advocacy.

We will also contribute to improved coordination and cooperation among the global core partners on the advocacy issues identified above and to further strengthen the role they play in agenda setting and capacity development of their members (NCA core partners at national level) in NCA priority countries.

Key global resource partners: EURODAD, Tax Justice Network, Jubilee South
NCA will continue our membership and active participation in these networks to strengthen our global advocacy on matters of economic justice. We will work to increase the connection between our global resource partners and relevant core partners on the global level. At national level, we will link up global resource partners with matching resource partners in relevant countries. This will ensure that specific competence of the global resource partners is made available to the core partners at all levels, as well as contribute to increase the rootedness of the global resource partners through our core partners.

LIVELIHOOD AND TRADE

Goal

Mobilization for sustainable livelihood and reduced economic vulnerability.

Outcomes:

- ❖ Rights holders are organized to secure sustainable livelihoods in rural and urban environments, including rehabilitation after emergencies.
- ❖ Rights holders use entrepreneurship skills and diversified production strategies to establish profitable local enterprises.
- ❖ Rights holders have gained access to domestic and international markets with fair trading conditions.
- ❖ Partners and NCA have advocated for legal frameworks to protect small and informal traders.
- ❖ Partners and NCA have influenced the development of fair bilateral, regional and global trade agreements.
- ❖ Targeted enterprises are providing decent working conditions and live up to their corporate social accountability responsibilities.

Selected Output Indicator

Number of rights holders organized to actively improve own livelihood.

Countries Included in the Program and potential for improved synergies:

The Livelihood and Trade program will be comprised of 17 country programs and is one of the biggest in terms of number of country programs involved: DRC, Ethiopia, Kenya, Rwanda, Somalia, Tanzania, Mali, South Africa, (Zambia), Mozambique, Mauretania, Burma, Laos, Afghanistan, Palestine OT, Brazil and Armenia.

We will look for synergies between the different country programs and see if thematic resources from one country can be used in other countries. For example, NCA South Africa has extensive experience within the field of informal traders and trade agreements and **Economic Justice Network** is an important regional resource partner for priority countries from the SADC region. NCA Kenya has done good work on fair trade and advocacy on trade agreements. Also, NCA Tanzania has developed good practice in livelihood promotion through savings and loan groups and entrepreneurship training.

Possible future thematic clusters:

- Livelihood creation in the context of protracted emergency/conflict/fragile states: DRC, Somalia, Burma, Afghanistan, Palestine OT.
- Sustainable rural livelihoods: Ethiopia, Kenya, Rwanda, Tanzania, Mali, Mauritania, Zambia, Mozambique, Laos.
- Livelihood opportunities for indigenous peoples/ethnic minorities: Brazil, DRC, Rwanda, Tanzania, South Africa, Laos, Burma.
- Legal frameworks, access to markets and informal traders: South Africa, Zambia, Mozambique, Tanzania.

Status and priorities for further development:

Livelihood interventions in most of our country programs have been focusing mainly on very basic economic activities with very small profit margins. In the coming five year period, we will look for opportunities to develop local enterprises beyond mere subsistence level. To do this, we aim to produce more impact in terms of saving and loan groups, vocational training, development of small enterprises, entrepreneurship skill development and improved access to markets. Our faith based core partners are locally rooted and well positioned to scale up livelihood interventions at grassroots level. Our resource partners within livelihood and trade have effective tools to promote sustainable livelihood.

Program development and quality assurance will be given priority. We expect to develop common strategies that can be used in several countries. This will be done through thematic advisory staff capacity in Oslo and in selected program countries. We will also develop partner relations to global resource organizations that can develop capacity of national resource organizations in the program countries.

Relevance:

Poverty is widespread in these countries and our partners are giving increased attention to interventions to eradicate poverty. While most national governments in our focus countries give priority to good governance and poverty reduction, public institutions at different levels are still not providing proper accountability to the rights holders. Lack of effective trade and investment policies lead to situations of unsustainable livelihoods and high unemployment rates. Our work on sustainable livelihoods is closely integrated with our indigenous people empowerment work and also in our women's empowerment processes. This is in line with Norwegian development priorities. The Norwegian government's priorities on corporate social responsibility (CSR) are laid out in the recent government white paper (St.m 10) *Corporate Social Responsibility in a Global Economy*, and NCA will continue to give priority to work on CSR.

Risk factors:

Policy space for advocacy will be monitored and initiatives be taken to maintain or increase this space. Funding for scale up of livelihood initiatives will be looked for, but the risk of not getting the planned funding is present.

RESOURCE AND FINANCE

Goal

Accountable governance of national resources for rights-based development.

Outcomes

- ❖ Local communities are mobilized to advocate for marginalized groups' right to land and fair access to natural resources.
- ❖ Rights holders engage in public expenditure tracking of national and local budgets to improve access to basic services.
- ❖ Rights holders have organized to influence changes in national legislation to secure public revenues and fair distribution of national resources (taxation) for development.
- ❖ Multi stakeholder forums are established to ensure rights holders legitimate participation in government budget processes.
- ❖ Targeted extractive industries demonstrate increased transparency and accountability on capital flows and compliance to environmental standards.
- ❖ NCA and partners have advocated for more democratic and transparent global financial and aid systems.

Selected Output Indicator

Number of occasions where rights holders have addressed decision makers to influence local or national resource governance

Countries Included in the Program and potential for improved synergies:

The Resource and Finance Program, which is a new program area for NCA in this period, will be comprised of 10 Country Programs: Tanzania, Angola, Malawi, South Africa, (Zambia), Mozambique, Mauretania, Burma, Brazil and Guatemala.

We will look for synergies between the different country programs and see if thematic resources from one country can be used in other countries. For example, NCA Tanzania has developed very good and workable methodology on local budget analysis and advocacy, and also transparency work towards extractive industries. Likewise, NCA partners in Brazil have developed very effective methods on national budget analysis and engagement of duty bearers on budget issues.

Possible future thematic clusters:

- Extractive industries and natural resource governance: Angola, Mauretania, Mozambique, South Africa, Tanzania, Zambia, Brazil, Guatemala, Burma.
- Local budget analysis and basic services advocacy towards local government: Angola, Malawi, Mozambique, (South Africa), Tanzania.
- National tax, redistribution of wealth and financing public services: Malawi, Zambia, South Africa, Tanzania, Brazil.

Status and priorities for further development:

In many of our program countries, NCA and partners have started working on economic governance advocacy, but have to a lesser extent started work to scale up the work. Hence, we expect to see a substantial increase in number of occasions where rights holders at community level and civil society at national level challenge duty bearers on issues related to governance of national economic resources. NCA and partners will also look at the connectivity between national resource injustice and violent conflicts. Oil

extraction in Sudan is one example where resource governance is closely related to root causes of conflict. National level tax justice for more poverty-focused developmental national budgets is another issue we will work on with partners during this agreement period.

Relevance:

Over one billion rights holders live in extreme poverty, despite the fact that many “poor” countries are blessed with rich natural resources. Resource plunder in these countries is a major challenge and the poorest citizens are most adversely affected by: corruption, environmental destruction, displacement from land and perverted accountability mechanisms. NCA and partners are well positioned to promote accountability and transparency in public resource governance. Religious leaders and institutions carry the influence and legitimacy necessary to make an impact in this very sensitive area. Norwegian development priorities give much attention to tax justice and domestic resource mobilization, including Oil for Development and Mining for Development. These priorities are well integrated in our programming work. NCA will also continue to implement public resource tracking at local level, and this work has a strong gender equity dimension. We see that women are very active in and stand to benefit from budget monitoring activities.

Risk factors:

Several countries within the NCA portfolio have seen legislation to shrink the space for civil society and advocacy. NCA and partners will strategize on how to influence national governments to increase policy space for civil society. A close dialogue with Norwegian government will be maintained.

There is also a risk of not getting the planned funding. NCA will continue our dialogue with different back donors to secure funding for this important new program.

4.4 Climate Justice

From 2011 – 2015 NCA will work towards the goal of Climate Justice. NCA's main contributions will be through **2 Global Thematic Programs** which will be implemented in 22 priority countries:

Climate Change Adaptation Climate Change Mitigation

NCA and our global partners share the aim of climate justice and the right to development in a world constrained by climate change. Focusing on the historical responsibility of the industrialized world and the need for more "carbon space" for poor and developing countries in order to develop, we have found a common ground for our advocacy work.

NCA will advocate in Norway and globally to ensure the following:

- ❖ Norway reduces its own emissions of CO₂-equivalents by 40 percent within 2020, in addition to making significant contributions to mitigation and adaptation in developing countries.
- ❖ Norwegian development assistance on renewable energy gives equal priority to deliver on energy requirements for poor communities (decentralised micro-generation) as well as delivery of energy requirements for society at large (conventional grid electrification).
- ❖ An effective and equitable mechanism is established to provide adequate finance for climate change adaptation and mitigation in developing countries.
- ❖ Equitable sharing of responsibility, which is based on historical responsibility and respective capacities, is integrated in the global climate change regime with clear priority to the right to development for developing countries.
- ❖ The rights of indigenous peoples are included in the global REDD-mechanism.

NCA will, at global level, **strengthen strategic alliances** through active cooperation within the ACT Alliance and more targeted collaboration with key global core partners and resource networks. From 2011 – 2015, NCA will give priority to the following:

ACT Alliance:

The *ACT Alliance Working Group on Climate Change and DRR* will continue to be NCA's most valuable global tool in regards to programmatic work on climate adaptation. The group achieved an observer status on the United Nation Framework Convention on Climate Change (UNFCCC) in the autumn of 2009 and advocacy work in regards to adaptation and DRR will continue internally in the Alliance and be upgraded towards external stake holders during the strategy period.

Key global core partners: APRODEV, WCC

NCA will continue to participate actively in APRODEV's working group on Climate Change, which is currently our main platform for effective, well-coordinated global advocacy on Climate Justice, in particular in relation to mobilizing Southern partners participation in the COP meetings. It will be a priority for NCA to work with the APRODEV with the aim of increased integration with ACT.

We will continue our cooperation with WCC with an emphasis on their important role in influencing and mobilizing churches and church leaders on issues of climate change and the integrity of God's creation. WCC can ensure that the advocacy agenda on Climate

Justice is disseminated not only from a national to a global level but also from a local to global level.

Key global resource networks: Climate Action Network (CAN), ACCRA Caucus
NCA will continue to strengthen our participation in these networks, developing and influencing their work and role as global advocacy platforms in the current climate change negotiations. With the increased focus on Climate Justice in NCA's new global strategy, we need to establish a wider network of relevant global resource partners, based on the experiences we have from e.g. Jubilee South in the issue of debt.

CLIMATE CHANGE MITIGATION

Goal:

Secured access to renewable energy sources and sustainable livelihood strategies for poor communities.

Outcomes:

- ❖ Secured access to electricity for at least 5.000 rural households.
- ❖ Local communities in at least 2 NCA program areas benefit from carbon market revenues (REDD⁷ or CDM⁸).
- ❖ Community based energy schemes are used for local production of goods.
- ❖ Marginalized households have shifted to sustainable bio energy alternatives and thereby reduced harmful deforestation practices.
- ❖ Greenhouse Development Rights perspectives are included in national and global policies on Climate Change Mitigation.
- ❖ Indigenous peoples have increased participation in national and global REDD-processes.

Selected Output Indicator

Number of households and institutions using sustainable energy solutions.

Countries included in the program and potential for improved synergies:

The Climate Change Mitigation Program will be comprised of 9 country programs: Eritrea, Kenya, South Africa, Mozambique, Vietnam, Afghanistan, Bangladesh, Brazil and Haiti/DR.

During the agreement period NCA will work to strengthen programs and synergies between them around the following significant thematic clusters:

- Biogas: Haiti/DR, Vietnam, Brazil, Bangladesh.
- Electrification (solar): Afghanistan, Eritrea, Mozambique, Brazil, Bangladesh.
- Community energy for local production/value addition: Mozambique, Kenya.
- Deforestation/REDD/Sustainable Biomass: Haiti/DR, Kenya, Eritrea, Brazil
- Countries with particular emphasis on indigenous peoples: Brazil, South Africa
- Countries with particular emphasis on urban contexts: Haiti/DR, Brazil

Status and priorities for further development:

CCM has emerged as a new priority for NCA. The focus on sustainable energy solutions and initiatives to address deforestation therefore represents an area where considerable programmatic expansion is required. NCA aims at building on the success stories from

⁷ Reducing Emissions from Deforestation and Forest Degradation

⁸ Clean Development Mechanism

our existing pilot initiatives, and our ambition is to build a more coordinated, coherent and dynamic global program.

NCA's has already established cooperation with key resource partners on an international level. The most significant are Zero (Norway), Barefoot College (India) and TERI⁹ (India). They have made vital contributions to our programs in Brazil, Kenya, Afghanistan and Mali. However, resource partners on a national level remain a significant gap that needs to be addressed. Competence and capacity at country offices must also be strengthened. Areas of significant need for enforced competence and capacity are especially micro-hydro and deforestation/REDD.

In the next strategy period, we will build on experience gained in the current period from the following key pilot initiatives:

- Solar electrification in Afghanistan
- Household biogas systems in Vietnam
- Community value addition through use of bio-oil (jatropha) in Kenya
- REDD monitoring/advocacy through IPACC¹⁰ (regional Africa) and INESC¹¹ (Brazil)

Baselines will be mandatory in program development. The empirical data gathered will provide both a basis for project planning and for defining the post intervention results.

Furthermore, we see the need to mobilize additional resources as current funds will not be sufficient to ensure the envisioned scaling up of the program scope. Additional funding will also be necessary to ensure global program coordination and vertical interaction. Increasing the funding from carbon funding and corporate partners will be two priority concerns.

Relevance:

The issue of Climate Change in general, and the need to reduce deforestation and increase people's access to energy in particular, has become critical to all developmental aspirations. This is also reflected by Norwegian development priorities, where the two most significant political initiatives of the government have been on REDD/deforestation and on promoting renewable energy.

NCA has been a pioneer in the Norwegian development community on issues of renewable energy, and it has been a natural strategic decision for us to aim at strengthening our capacity and competence on this area. Linking our emphasis on deforestation and energy has also been vital. In Africa, around 80 percent of the energy consumption is based on a predominantly unsustainable consumption of biomass.

Risk factors:

There is no doubt that securing the financial basis for the CCM programme constitutes a major risk. The level of ambition is for many country programmes relatively high, and fresh funding is required for the realisation of many of these country programme ambitions. Although high on the agenda for the Norwegian government, funding for energy and deforestation is very limited for civil society actors. Finding corporate funding is therefore a prerequisite.

⁹ The Energy and Resource Institute

¹⁰ The Indigenous Peoples of Africa Coordinating Committee

¹¹ Instituto de Estudos Socioeconômicos

The need to establish partnerships with new resource partners also constitutes a relevant risk. Finding the right resource partners to complement already existing partnerships in countries like Haiti and Mozambique will be a key challenge.

CLIMATE CHANGE ADAPTATION

Goal

Reduction of the vulnerability to climate change of poor and marginalized people and communities.

Outcomes:

- ❖ Poor households and communities, including indigenous peoples, in NCA target areas have diversified livelihood strategies.
- ❖ Poor households and communities have adjusted land use practices for increased resilience and food security.
- ❖ Sound water management practices in NCA target areas has lead to sustainable outtake and increased food security.
- ❖ Poor communities have implemented DRR¹² to increase resilience to natural disasters.
- ❖ Poor and marginalized rights holders participate actively in planning and implementation of local and national climate change/DRR conventions and strategies.

Selected Output Indicator:

Number of rights holders implementing climate adaptation measures.

Countries included in the program and potential for improved synergies:

A total of 15 country programs will participate in the Climate Change Adaptation Program, making it one of the largest global thematic programs during the period: Ethiopia, Eritrea, Kenya, Tanzania, Angola, Malawi, Mali, Mozambique, Mauritania, Laos, Vietnam, Bangladesh, Brazil, Nicaragua, Haiti/Dom Rep.

The adaptation work of NCA has to this point been created alongside with the establishment of an ACT Alliance Working Group on Climate Change Adaptation and Disaster Risk Reduction, which functions as the resource base for the Alliance. Another important resource is BCAS (Bangladesh Institute for Advanced Studies), which has functioned as a resource partners for core partners in Bangladesh and whose mandate goes all the way to having a permanent seat in the IPCC.

For purposes of program development, learning and exchange we will look into the benefits of clustering the program countries on the basis of the environmental setting and specified priorities within adaptation:

- Humid context – Bangladesh, Vietnam, Haiti / DR, Nicaragua and Mozambique.
- Semi-arid context – Ethiopia, Kenya, Eritrea, Malawi, Mali, Brazil, Angola, Tanzania, Laos and Mauretania.
- DRR focus – Bangladesh, Vietnam, Nicaragua, Mozambique, Haiti / DR and Brazil.

Climate Adaptation programs in the following countries will have a special emphasis on indigenous people/ethnic minorities: Tanzania, Mali, Bangladesh, Laos and Brazil. Countries with an emphasis on an urban context: Haiti and Brazil.

¹² DRR – Disaster Risk Reduction

Status and priorities for further development:

Climate change adaptation has emerged as a new programme priority for NCA. The need for adaptation due to the negative effects from climate change on both existing programmes and as a consideration when planning new initiatives started in early 2008 only. These initiatives have expanded successfully both in regards to quality and funding both also beyond borders, share experiences in the first two years have been applied in other countries planning processes. Therefore NCA will aim at building on the experiences from existing pilots in order to form a coordinated global programme.

Baselines will be mandatory in project planning where empirical data will provide the assessment for planning activities as well as defining the results post interventions taking place. Data collected and the outputs chosen will be measured through a quantitative indicator, a SOI (Selected Output Indicator) presented here:

CCA and DRR is defined and limited through definitions endorsed by NCA through the Act Alliance Guiding Principles of Climate change and criteria by UNFCCC and UNISDR.

The urgent need for climate change adaptation programming, both within existing portfolios and beyond, will require new funding in order to replicate and scale up current efforts, as well as to improve and maintain quality in existing programs. Climate change adaptation is also by its nature not too be considered "one-off" projects given the fact that negative impacts are both frequent and on the increase. This demands a constant and sometimes increased level of funding in order to make the activities sustainable. As current funds will not be sufficient to ensure the envisioned scaling up of the program scope, additional funding will be necessary to ensure global program coordination and vertical interaction.

Relevance

As Climate Change has become a reality, the need for especially poor countries to adapt to the consequences of climate change has become a fact. Humanitarian NGOs have an obligation to mobilize whatever resources and strategies they have in this process. The urgency of these needs are reflected by international development aspirations from the UNFCCC and the UNISDR.

Risk factors:

There is no doubt that securing the financial basis for the Climate Change Adaptation program constitutes a risk. The level of ambition is high and additional funding is required for the realization of the country program ambitions. Although high on the agenda for the international community and the Norwegian government, level of funding civil society actors working on climate change adaptation is at present very limited.

4.5 The Right to Water and Health

From 2011-15, NCA will work towards the fulfillment of the right to water and health. NCA's main contributions will be through **3 global thematic programs** which will be implemented in some 20 priority countries:

Social Mitigation of HIV and AIDS

Access to Quality Health Care

Water, Sanitation and Hygiene

In addition, NCA will work to influence policy frameworks through systematic work on **priority global advocacy issues**. From 2011 – 2015, we will focus on the following advocacy issues related to water and health:

NCA will in Norway and globally advocate for:

- ❖ Universal access to treatment, care and support for people living with HIV and AIDS.
- ❖ Universal access to affordable quality health care.
- ❖ A binding UN convention on the right to water & sanitation.
- ❖ Renewal of the mandate of the Independent Expert as well as the appointment of a Special Rapporteur on Human Rights, Water and Sanitation at the Human Rights Council.

ACT Alliance:

Within the ACT Alliance, NCA will be a lead agency on Water, Sanitation and Hygiene and will contribute with core competence, personnel and equipment in projects implemented through our ACT alliance partners or NCA. Particular emphasis is given to the importance of women's participation and protection in relation to WASH operations. NCA will continue to administer, recruit and train the ACT Alliance Rapid Support Team (ref. GLS 4.2.4).

Key global core partners:

Health: WCC, Anglican Health Network (AHN)

Since this is a new global program for NCA we do not currently have any systematic or formalized partnerships with global actors, except WCC. WCC has been in dialogue with WHO on faith based actors involvement in community health. In this period we will work to develop relations to and identify areas of cooperation with additional global health networks like AHN.

HIV and AIDS: EHAIA/WCC, World YWCA, LWF, EAA

NCA will continue our mutual cooperation with the global core partners in their work to fight stigma, discrimination and denial within faith communities, making them HIV competent and inclusive communities that provide care and support for People living with HIV.

We will continue our support to the World YWCA and EAA in their broad mobilization of faith communities and women to advocate globally for universal access to treatment, care and support and promoting the rights of People living with HIV - children, youth and women in particular. The reshaping of NCA's focus regarding HIV & AIDS in this period might require a reconsideration of the global partner portfolio.

Water: Lutheran World Federation/Department of World Service (LWF/DWS), Ecumenical Water Network/World Council of Churches (WCC)

As part of NCA's engagement in the ACT Alliance, we envision a closer cooperation with LWF/WS in relation to emergency response. We will work to develop each our competencies and our coordination when responding to humanitarian crises, where NCA contributes with WASH competence and LWF with camp management.

NCA will continue to support and influence the WCC-based Ecumenical Water Network, in their work to advocate for the right to water and sanitation at a global and national level. NCA is actively participating in the EWN Reference Group. Particular emphasis will be given to mobilizing churches and church based organizations on advocacy for and monitoring of the implementation of the newly passed UN resolution on the Right to Water and Sanitation on the national level.

Key global resource partners:

In addition to more traditional resource partners, participates actively in the UN Clusters on Water, Sanitation and Hygiene in relevant country settings. In the area of Health and HIV and AIDS NCA does not currently have any global resource partners. The possibility of linking up with relevant global networks will be explored throughout this period.

SOCIAL MITIGATION OF HIV AND AIDS

Goal

Improved quality of life for people living with or affected by HIV and AIDS.

Outcomes:

- ❖ People Living with HIV, in particular women, benefit from legal, social and economic assistance from NCA and partners.
- ❖ Children affected by HIV and AIDS benefit from spiritual, psychosocial and physical support from NCA and partners.
- ❖ Youth Living with HIV and AIDS are using life skills to secure sustainable livelihood.
- ❖ NCA and partners have engaged relevant international organizations and targeted pharmaceutical companies in policy advocacy for access to treatment and care for people living HIV and AIDS.

Selected Output Indicator:

Number of rights holders affected by HIV and AIDS who receive care and support through NCA/partners' program.

Countries Included in the Program:

The Social Mitigation of HIV and AIDS Program will be comprised of 9 country programs: Eritrea, Ethiopia, Tanzania, Angola, Malawi, (Zambia) Laos, Thailand and Russia.

NCA will probably phase out support to the HIV and AIDS Program in Russia during the agreement period, and one new country, Zambia, may get on board when NCA takes over the program portfolio from other ACT Alliance members in the merger process.

There are two obvious geographic clusters for the HIV and AIDS program: the five African countries and the two countries in South-East Asia, where Thailand is the most prominent.

NCA participates in the Norwegian AidsNett, and also in the informal Aprove network on HIV and AIDS on European level, but with a global perspective.

Status and priorities for further development

The number of countries which have decided to continue to work on HIV and AIDS have declined from 27 countries giving priority to HIV and AIDS in 2010 to 8 programs signaling this will be a priority for 2011-2015. During the last 10-15 years, NCA has built substantial capacity among partners on HIV and AIDS, particularly on how to address stigma and discrimination in faith communities. Even if NCA decides to scale down work on HIV and AIDS, this competence will remain with the partners and their organizations.

In this period the HIV and AIDS program will narrow the group of right holders, from being very general to become focused on people living with or affected by HIV and AIDS. This will pose challenges on the partners in the development of their projects from general awareness raising and prevention projects, to more specific projects on care and support and advocacy. We will also look into the possibilities for a closer link and synergies between the HIV and AIDS program and the Health program, and inclusion of TB, malaria and opportunistic infections in the work related to care, support and

advocacy. It will be mandatory to establish baselines for the project planning where such data are not yet available.

In addition, we need to mobilize resources for future program development and quality assurance. New issues like adherence program for people on antiretroviral treatment, and relevant life skills training for youth living with HIV and AIDS should be developed and implemented.

Relevance

Even if the Norwegian government will continue to focus on HIV and AIDS, it is worth noting that the links to global health issues are becoming stronger. The AIDS pandemic seem to have curbed in many countries, but due to improved medical treatment, more people are living with HIV and AIDS and will be dependant on life long treatment and care. Advocacy work related to access to treatment and care will still be a major challenge.

Risk factors

Availability of funds is considered to be the main risk, but there is also a certain resistance to address issues related to HIV and AIDS.

ACCESS TO QUALITY HEALTH CARE

Goal

Improved access to quality health care for poor and marginalized communities through faith-based actors.

Outcomes:

- ❖ Faith-based health institutions supported by NCA offer quality health care services to the poor and marginalized, with special emphasis on maternal health.
- ❖ NCA and partners advocate towards the international community for access to quality health services at affordable prices for the poor.
- ❖ Rights holders benefit from strong, efficient and accountable public health services.
- ❖ Norwegian health institutions have provided relevant capacity development support for faith-based health institutions in NCA target areas.

Selected Output Indicator

Number of right holders receiving health services

Countries Included in the Program and potential for improved synergies:

The Access to Quality Health Care Program will be comprised of 8 country programs: Burma, Laos, Vietnam, Malawi, North Sudan, South Sudan, Western Sahara, and Palestine OT.

It will be a particular challenge for NCA to build a global program with a common goal, since the country programs have very different thematic focus and different groups of right holders. The wide thematic scope may also be a challenge to joint capacity building and networking. A common future challenge will be strengthening the role and contribution of faith-based health service providers within national health systems.

NCA is a member of the newly established Norwegian Health Network for Development, and will collaborate closely with diaconal health institutions in Norway and explore other relevant networks on regional level. Cooperation with the "Nursing Network in Norway," which has been established to support the health program in Malawi, will continue throughout the strategy period.

Status and priorities for further development:

Access to quality health care is a new defined program in NCA, but most of the country health programs, which shall comprise this global program, have been running for several years. The health program in Vietnam will include elements from the previous HIV and AIDS program, and this will make it one of the biggest country level programs. NCA plans to substantially expand the health programs in North and South Sudan. It is important to align the NCA/Partner's health programs with national strategies and the state health system in the respective county. Many of the countries where the health programs are implemented put restrictions on advocacy and this is reflected in the programs. It will be a challenge to expand NCA and partners' advocacy work on health during the program plan period. In addition, it will be important to understand how NCA can better support faith-based health institutions which are playing or can potentially

play a significant role in other Global Thematic Programs such as Gender Based Violence, HIV and AIDS and Water, Sanitation and Hygiene.

Necessary baselines need to be established in all country programs to facilitate proper program planning, monitoring and evaluation.

In addition we need to mobilize resources for the development of thematic advisory capacity in Oslo, identifying and strengthening of thematic focal points in selected countries. We will also need to resource work to establish and develop links to relevant faith-based global and Norwegian health networks.

Most of the country programs already have substantial budgets. Particularly Laos and Burma have limited budgets, and there may be a need to mobilize new funding for these programs.

Relevance:

Major deficits in access to quality health services are identified in all the countries included in the global health program. In some countries, like Western Sahara, Burma and Palestine OT, the program is directed towards particular vulnerable groups. Health is a priority issue in Norwegian development policy, with a particular focus on MDG 4 and 5, related to reduction of child mortality and improved maternal health. The Norwegian Government is in the process of preparing a Government White Paper on Global Health towards 2020, which will be published in 2011.

Risk factors:

One of the major risks is the security situation in some of the countries where the programs are implemented. Another risk, which the program will address specifically, is the lack of trained health staff.

WATER, SANITATION AND HYGIENE

Goal

Improved access to water and sanitation, enabling a good environment for improved hygiene for poor and marginalized communities.

Outcomes

- ❖ Poor and marginalized communities use water from sustainable sources and have access to safe sanitation.
- ❖ Poor and marginalized communities have adopted good hygiene practices.
- ❖ NCA and partners advocate for and claim the right to water, sanitation and sustainable water resource management.
- ❖ NCA, partners and rights holders collaborate with local and national authorities to ensure sustainable management of limited water resources.

Selected Output Indicator

Number of rights holders who have access to a basic water supply service level¹³.

Countries Included in the Program and potential for improved synergies:

The global Water, Sanitation and Hygiene program will be comprised 13 country programs and will represent one of the largest programs in terms of resource use: DRC, Ethiopia, Eritrea, Rwanda, Somalia, North Sudan, South Surdan, Angola, (Zambia), Burma, Afghanistan, Pakistan and Bangladesh.

Within the WASH program, we see the following possible thematic clusters:

- Long-term development programs in lower risk countries: Ethiopia, Eritrea, Rwanda, (Zambia?), Angola, and Bangladesh.
- Long-term development programs in contexts with high security threats: Burma, Pakistan.
- Humanitarian assistance programs in countries with acute and protracted situations: Sudan, DR Congo, Afghanistan, and Somalia.

The WASH program has a geographic focus in East Africa, with strong programs in Sudan, DR Congo, Somalia, Ethiopia and Eritrea.

Status and priorities for further development:

NCA demonstrated its competence in long-term development in water supply and sanitation in rural areas with a bias towards water supply. NCA responded with its core competence in water supply and sanitation and its build up capacity in Hygiene promotion to humanitarian situations.

NCA's field offices and partners capacity has to be further strengthened in the sector sanitation and hygiene promotion in long-term development. For the humanitarian sector

¹³ Based on: World Health Organization (2003) Domestic Water Quantity, Service Level and Health. Geneva, Switzerland; http://www.who.int/water_sanitation_health/diseases/wsh0302/en/index.html accessed October 2010;

NCA has to increase its capacity in humanitarian assistance in urban areas. NCA has also to strengthen its work in advocacy in countries where this type of work is not restricted and water resources management and continue to work with integration of NCA's three working modes (long-term development, humanitarian assistance, and advocacy) and cross-cutting issues such as Disaster Risk Reduction.

NCA plans to implement this program in countries with coverage rates¹⁴ ranging from 90% (Pakistan) to 30% (Somalia) for water and 81% (Burma) to 12% (Ethiopia) for sanitation. There are large disparities in relation to coverage rates between urban and rural areas i.e. 86% urban to 18% rural for sanitation in Angola. At the background of these national statistics, baseline studies for each program areas and in humanitarian situations will be mandatory.

In addition, we see the need to mobilize additional resources for program development, quality assurance, networking and capacity building among NCA, partners and right holders. Country programs characterized as humanitarian assistance have substantial budgets. Country programs focusing on long-term interventions will need to consider mobilizing new adequate funding.

Relevance:

Access to safe water and adequate sanitation is the precondition for a healthy and productive life. Its fundamental significance led to the adaption of a human right¹⁵ to water and sanitation. The Millennium Development Goal, the declaration of the International Decade for Action 'Water for Life' 2005-2015 and the International Year of Sanitation 2008 were measures to bring these issues on the global political agenda. The Norwegian government adapted its policy on environment and development¹⁶ where a focus was given on Integrated Water Resources Management and water supply, sanitation and hygiene in 2006. This policy was made operational in 2007¹⁷.

NCA has developed special competence and capacity in Water, Sanitation and Hygiene for humanitarian responses since 1995 and for long-term development since 1975. Water resources management and drinking water supply is gaining increased actuality in the light of a changing climate as the driver of the hydrological cycle.

There are major deficits in access to water and sanitation services in all of the program countries. Several program countries have emphasized on progress in water supply in urban areas at the cost of water supply in underprivileged urban and rural areas and particularly at the cost of the sanitation sector.

Risk factors:

All programs are planned with the assumption of secure financing and favorable global and country specific macro-economical conditions. Several program countries have a challenging security situation (Somalia, Sudan, Pakistan, Afghanistan, DR Congo) for program implementation. It is assumed that national and international security situation remains stable. The programs were elaborated with the assumption of enabling legal and policy environment that would support the facilitation of the programs.

¹⁴ World Health Organization and UNICEF (2010) Progress on Sanitation and Drinking-Water, 2010 Update. Geneva, Switzerland. http://www.who.int/water_sanitation_health/publications/9789241563956/en/index.html accessed October 2010.

¹⁵ United Nations Economic and Social Council (2003) General Comment No.15 (2002) The right to water (arts. 11 and 12 of the International Covenant on Economic, Social and Cultural Rights). Committee on Economic, Social and Cultural Rights, Geneva, Switzerland.
United Nations General Assembly (2010) General Assembly Adopts Resolution Recognizing Access To Clean Water, Sanitation as Human Right, By recorded vote of 122 in Favour, none Against, 41 Abstentions. <http://www.un.org/News/Press/docs/2010/ga10967.doc.htm> Accessed October 2010.

¹⁶ Norwegian Ministry of Foreign Affairs (2006) Norwegian Action Plan for Environment and Development Cooperation. Available at http://www.regjeringen.no/nb/dep/ud/dok/rapporter_planer/planer/2006/norwegian-action-plan-for-environment-in.html?id=420455, accessed October 2011;

¹⁷ Norwegian Ministry of Foreign Affairs (2007) Veiledning til Operasjonalisering av Norsk Bistand til Forvaltning av Vannressurser, Vann og Sanitær, November 2007 available at http://www.regjeringen.no/upload/UD/Vedlegg/Utvikling/Miljo/Vann_sanitær.pdf accessed October 2011

5. STRENGTHENING CIVIL SOCIETY

In the NCA Global Strategy for 2011-2015, work to strengthen civil society has been defined as the working approach we will use. This approach is the foundation for NCA's integrated approach and shall be implemented within the Global Thematic Programs, Country Programs and in cooperation with all of our partners.

NCA is a civil society organization (CSO) which is rooted in a Scandinavian tradition of promoting cooperation between state, market and civil society, and we believe this is a valuable and preferred model for social development. All our development programming therefore seeks to create constructive engagement between state, civil society and market actors. An effective developmental and accountable state needs a robust market which provides livelihood for all, and a strong civil society which: organizes people for active citizenship; complements the role of government and market in delivering essential services to communities; promoting transparency and accountability of both state and market actors towards citizens.

At the High Level Forum on Aid Effectiveness in Accra, Ghana in 2008, donor and partner governments recognized civil society actors as key development actors in their own right and pledged that they "share an interest in ensuring that CSO contributions to development reach their full potential." In many of the priority countries where NCA works, **market forces and corporate power** have not been sufficiently regulated by the state and have often fed the greed of a few international foreign investors instead of providing livelihood for the majority of ordinary citizens.

In the aftermath of the financial crisis in 2009, the international community has again recognized the need for a well functioning and accountable state. Developmental and accountable states need a strong and well organized civil society. Despite this and despite the commitments made in Accra, we see an emerging trend of **shrinking space** for civil society actors who defend human rights, organize people for active citizenship and play a watch dog role in relation to public policy and private investments. Within civil society, faith-based organizations (NCA's core partners) often find themselves in the unique situation of facing more scrutiny than secular CSOs or, in countries with strong Christian traditions, emerging as one of the few actors who is able to continue working on issues of human rights. NCA therefore has a flexible strategy for strengthening civil society, according to the local situation.

5.1 Expected results

During this agreement period, NCA will work systematically on an agenda of strengthening civil society globally, and in NCA priority countries in particular. In the annual reporting to Norad and to other constituencies, NCA will focus on results related to the following overall goals and expected outcomes.

At global level, NCA will continue work through the ACT Working Group on Development Effectiveness with a focus on **2 overall goals**:

- **Improved accountability of CSOs** through broad endorsement and application of the *Istanbul CSO Development Effectiveness Principles*. (See Annex Annex 6- Istanbul CSO Development Effectiveness Principles). NCA and other members of the ACT Alliance will internalize and implement these principles in their own organizations through the HAP certification.

- Agreement among all governments on **minimum standards for an enabling environment for civil society actors** which link to the broadly recognized civil and political rights – right to association, right to assembly and freedom of expression. The ACT Alliance will coordinate its advocacy efforts with the Open Forum for CSO Development Effectiveness.

In NCA Country Programs, the organization will work towards **3 main expected outcomes** for our work to strengthen local civil society:

- 1) Mutual **capacity development** to build strong local civil society organisations, with a focus on faith-based organizations and ACT members.
- 2) Development of dynamic and effective **strategic alliances** among local CSOs (horizontal linkages) and between local, regional and international CSOs (vertical linkages), giving priority to ACT Alliance members and NCA global core partners. (See Chapter 3)
- 3) Poor and marginalized **people are mobilized** as rights holders for social change.

5.2 Role of NCA Country Program Offices

NCA Country Program Offices have been and will remain central to NCA’s approach to strengthening local civil society and ultimately the local democratic ownership of the development initiatives we support. NCA Country Offices will be expected to play the following roles in relation to **a limited number of local core partners**. Where National ACT Forums exist, it is expected these will be the preferred mechanisms for coordination of the following tasks in relation to ACT members (international and local) and other local partners:

- **Convener** – provide resources and space for local core partners and relevant resource organizations to meet, elaborate strategies for cooperation and establish strategic alliances. Special focus will be given to our role to convene our partners and broker new strategic alliances in the field of human dignity advocacy and facilitate engagement with duty bearers at different levels. NCA will increase efforts to facilitate international and global advocacy work, based on our partners’ experiences at national and local level. We see the need for this within all the 5 GLS Strategic Priorities.
- **Facilitator/accompanier** – establish communities of practice where NCA, partners and other civil society actors can work on organizational and programmatic capacity development. Here NCA will also give priority to accompaniment of national and district based interreligious platforms in order to facilitate joint advocacy by religious leaders and institutions, and to broker an alliance between top religious leaders and civil society.
- **Broker** – assist local core partners to access new sources of funding. In many cases, this will entail providing long term assistance for partners to develop good financial management and PME systems.
- **Challenger** – create mutual trust and strong partnerships so it is possible for NCA and core partners to challenge each other on living up to the Istanbul CSO Development Effectiveness Principles. NCA has had and will continue to play an agenda setting role, especially in relation to faith based partners on issues of gender justice, climate justice, economic justice, right to peace and security.

NCA Country Program Offices will require long term predictable core funding, in addition to specific program funding, to cover costs related to strengthening partners and ultimately local civil society. Stable funding is also needed to secure a core of qualified local staff and provide for their ongoing professional development.

The following provides a summary of key directions and main priorities related to the 3 expected outcomes.

5.3 Mutual Capacity Development

NCA will maintain our principle of mutuality in all capacity development. Our partners have a lot to contribute to the capacity development of NCA. And our core partners have much to gain from cooperation with NCA and relevant resource or knowledge-based organizations.

NCA will invest in convening and facilitating these processes, in cooperation with members of the ACT Alliance and where appropriate through the National ACT Forums.

During the period, we will give priority to capacity development of NCA staff (head office and local) and core partner staff in the following areas:

- a) Mainstreaming NCA/ACT standards for effective development work: (i.e. Gender; Conflict sensitivity (Do No Harm); Environmental sustainability; HAP; Code of conduct (sexual harassment, etc); Accountable financial management/Anti-corruption work).
- b) Developing key competencies and best practices related to the 12 Global Thematic Programs
- c) Methods of working – with an emphasis on Right Based Programming, Emergency Preparedness, Rooted Advocacy, PME

NCA will use different strategies to support capacity development during this Global Strategy Period. Among others, the following will be given priority and be further developed:

- Investing in and rolling out the **ACT Alliance Capacity Development Initiative**;
- Continue to develop and use the **NCA FK-Exchange program** (*Just World Exchange*) to develop and expand capacity of participation partners and NCA Offices,
- Strengthening **Communities of Practice** for learning and exchange at country, regional and global levels within NCA (See Chapter 4);
- Development and implementation of **E-learning modules** for priority areas of capacity development. E-learning is a cost effective way of building the core human resources that we need in order to implement our new global strategy. We will use principle of blended learning, where we combine electronic means with old fashioned meetings face to face.

5.4 Building Strategic Alliances

All NCA Country Offices will aim to develop strategic alliances for global justice. NCA and partners will build horizontal strategic alliances at country level and vertical alliances with

relevant actors at regional and international levels. As regards vertical linkages for global advocacy, NCA will give priority to strategic alliances within ACT and with global core partners, who are represented in most of the important international decision making arenas. We will also give priority to establish these alliances around strategic priority areas, global thematic programs or specific rights holder groups (e.g. women, youth, People Living with HIV, indigenous peoples, etc).

NCA Country Program Offices have a special responsibility to convene all our partners at national level on a regular basis. The purpose is to assist them to broker new relationships within local civil society in order to better influence national development policies, particularly as they relate to the Thematic Programs and issues of enabling space for people's participation. NCA and partners will look at both policy formulation and policy implementation. In contexts, where space for civil society is limited, we will work to develop multi-stakeholder arenas and room for engagement between civil society, state and market actors. Experience shows that practical service delivery related to water, health, HIV and AIDS or practical assistance to communities which government is not able to reach, can be a useful entry point for expanding citizen participation and opening political space.

NCA's convening role will focus on facilitating linkages between our core partners, constituency-based faith-based partners, and knowledge based organizations (resource organizations). Our experience has shown that this is a powerful strategy for strengthening the voice of affected citizens and influencing policy makers. In this global strategy period, NCA Country Offices will be challenged to plan more systematically to facilitate convening spaces.

5.5 Mobilizing People as Rights Holders

NCA and partners will continue to work to empower and mobilize rights holders for human dignity and global justice issues. The aim of our work is to empower people to be informed and active citizens, organized to claim human rights, human development and human security.

Our experience is that this is best achieved when rights holders organize themselves into groups. We expect our core partners to play an active role in organizing people at local community level. NCA has traditionally placed considerable emphasis on empowering rights holders by giving them knowledge about *issues*. This is important and we will continue this work. However, during this period we put greater emphasis on ***giving rights holders the skills and strategies for how to engage duty bearers*** at all levels of society. To avoid civil society developing as a parallel and alternative system to formal democratic institutions, NCA will support partners and rights holders active participation in democratic local governance structures where they exist. We will also work for multi-stakeholder forums where citizens, government and private sector actors have a legitimate voice in decision making processes. This is a natural consequence of our commitment to rights based programming.

Our vision "Together for a Just World" necessitates that NCA and partners work *together* with rights holders. This is the case both in developing countries and in Norway. Our work in developing countries and in Norway empowers citizens to become informed and active citizens on justice issues. NCA will continue to include this type of "rights holder

empowerment” and “rights holder mobilization” in all our programming in the next five years. NCA Country Program Offices will play an important role in developing local staff capacity to effectively engage with partners and mutually develop organizational capacity for this work.

Mobilizing Indigenous People as Rights Holders in NCA Global Thematic Programs

Indigenous peoples and ethnic minorities will remain an important rights holder group for NCA in this agreement period. We plan to integrate our current indigenous peoples programs into the new Global Thematic Programmes. In this way we are consistent with our ambition to concentrate and focus thematically, and we strengthen the role of IPs and ethnic minorities as a key rights holder group to be mobilized in our programs. As the matrix below indicates, this is an important rights holder group in a number of our country programs. In some cases, country programs will support regional organizations of indigenous peoples who are addressing the needs of indigenous peoples in countries where NCA does not have a bilateral program. This is the case in South Africa (covering IPs in Botswana) and Rwanda (covering IPs in Burundi). As the matrix also illustrates, there will be a particular focus on Indigenous peoples/ethnic minorities within the Climate Justice and Economic Justice programs.

Indigenous people/ethnic minorities in Global Thematic Programs												
Country	Gender Justice		Climate Justice		Economic Justice		Right to Water & Health			Right to Peace & Security		
	GBV	WIG	CCA	CCM	R & F	L & T	WASH	AIDS	AQH	WPS	F/PB	CV/SA
Rwanda												
DRC												
Tanzania												
Kenya												
Mali												
South Africa												
Burma												
Laos												
Bangladesh												
Brazil												
Guatemala												