



Norwegian People's Aid

PROGRESS REPORT 2016

Cooperation Agreement between Norwegian People's Aid and Norad GLO-613:
Partnership for Democratisation and Just Distribution of Resources



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1. General

Name of grant recipient: Norwegian People's Aid

Norad agreement number: GLO-0613 QZA-15/0443

Agreement period: 2016-2019

Reporting year: 2016

Norwegian People's Aid's programme

"Partnership for Democratisation and Just Distribution of Resources" addresses the UN Sustainable Developing Goals (SDG) in a Cross-cutting way, as it contributes to people's organising and mobilising for their rights and for participation in decision-making. It relates directly to SDG 16 (Peace, Justice and Strong Institutions), SDG 5 (Gender Equality), SDG 10 (Reduced Inequality) and to SDG 1 (No poverty). In some countries, the programme also contributes to SDG 8 (Decent work and economic growth) and SDG 11 (Sustainable cities and communities) and NPA's own work and advocacy to SDG 17 (Partnership for the goals).



Countries where NPA has programmes that are included in this Cooperation Agreement.: Cuba, Guatemala, Honduras, El Salvador, Nicaragua, Colombia, Ecuador, Bolivia, Mozambique, South Africa, Zimbabwe, Rwanda, South Sudan, Ethiopia, Cambodia, Iraq, Palestine

2. Introduction

Norwegian People's Aid (NPA) is a politically independent membership-based organisation working in Norway and in more than 30 countries around the world. Founded in 1939 as the labour movement's humanitarian solidarity organisation, NPA aims to improve people's living conditions and to create societies that are more just and more democratic. We cooperate with organisations dedicated to defending the rights and interests of marginalised groups. We believe that broad popular mobilisation and collective organising is essential to ensure lasting change, and that organisations rooted in their social, cultural and political context are best placed to mobilise people for a just distribution and to claim rights vis-à-vis political and business elites and the state.

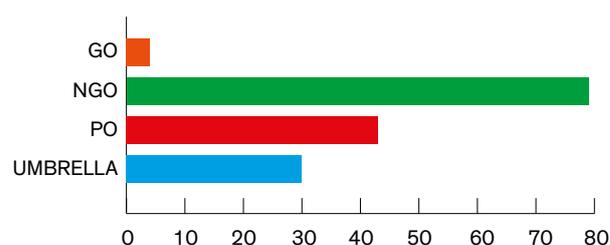
NPA signed a new Cooperation Agreement with Norad in 2016, for the period 2016-19. However, most of our country programmes continue from previous cooperation agreements, and as such, 2016 does not represent a beginning of a project, but rather a continuum.

In 2016, Norwegian People's Aid has supported 158 partners in 17 countries in their work to influence decision-making processes and strengthen democratisation in their societies with Norad funding. Democracy is a value in itself, but we also believe that freedom to assemble and organise, openness and popular participation are keys to reduce inequality and unfair distribution of resources.

NPA's Result Framework in the Cooperation Agreement with Norad 2016-2019 is built on the logic that for people to influence democratisation processes in their societies they have to mobilise, and to mobilise they have to be organised. We have structured the "Results" chapter in six sections. The first section briefly presents the different country contexts where partners operate, including working conditions for CSOs and examples on how partners have sought to influence democracy in their societies. The second section reflects on how partners mobilise around common issues. The third section reflects on how partners organise people with a common cause. Selected result examples provide more in-depth experiences within each of these sections. The fourth section reflects on deviations and risk measures, followed by a reflection on cost-efficiency. The "Other Issues" chapter includes cross-cutting issues and

evaluations and reviews. Finally, the "Overview of Finances" chapter reports on the financial aspects of the implementation in 2016.

The annual targets in several indicators relate to number of partners. Hence, when numbers of partners change, yearly targets change. Several country programmes have reduced or increased number of partners in 2016, compared to targets indicated in plans and result framework, e.g. Bolivia (from 9 to 7) and Mozambique (from 2 to 4). Hence, deviations in targets will vary accordingly. When the 2016-2019 result framework was submitted, we decided to count targets cumulatively. Although some targets function well cumulatively, we find with that other targets show tendencies and changes better when they are counted year by year. A mixture will cause confusion; hence, we have revised the result framework with annual targets, not cumulative. All graphs show the results of 158 partners supported with funding from Norad. Numbers referred to in the text and in the results framework are exclusively for the Civil Society (CS) programme "Partnership for Democratisation and Just Distribution of resources".



Distribution of type of partner organisations:

GO - Government Organisation

NGO - Non-Governmental Organisations' main purpose is to serve others. The NGO may have members, but do not primarily represent the interests of their members, but organise to improve the situation of social groups outside their organisation. Many also promote general or specific changes in the political, economic or social conditions.

PO - People's Organisations are membership organisations that represent the interests of their members and mobilise for their demands. They are composed of people with common identities and/or interests based on class, sex, ethnicity or others that have joined forces to gain representation and collective organisation. Many also promote specific or general changes in the political, economic or social conditions.

Umbrella includes all types of associations that coordinates work and/or bring together groups and/or organisations.

3. Results

3.1 Outcome: Civil Society Organisations influence political decision-making.

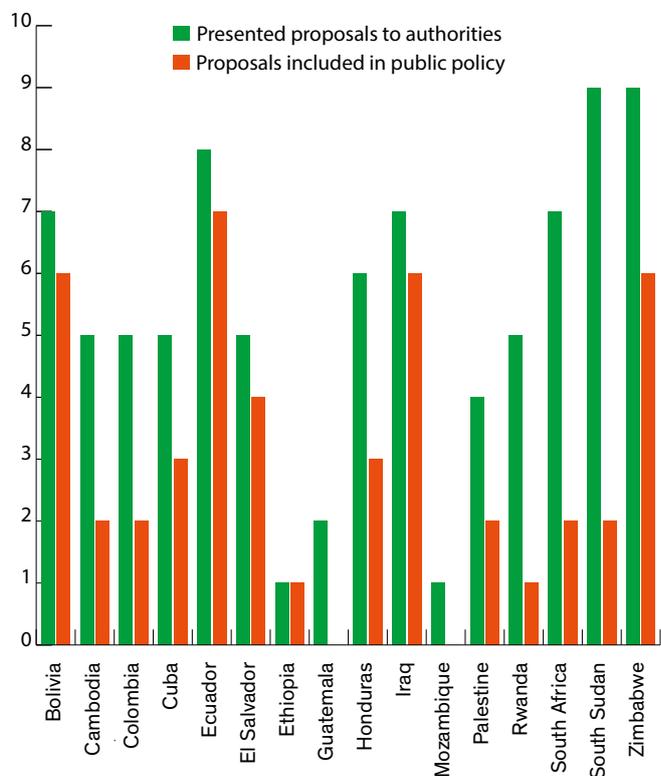
In 2016, 82 (77) partners in 17 countries have presented proposals to influence policies in their countries, and 45 (49) partners in 14 countries, have had their proposals included in policies. At the same time, 49 (32) partners in 13 countries have protested to stop laws proposed by the authorities.

These results are close to the targets anticipated for 2016 in the result framework (anticipated annual targets in parenthesis above). We consider the results achievement as good. However, we find targeting and counting political change challenging. Law proposals from authorities are difficult to foresee, political change is often more time consuming than anticipated, unforeseen incidents, change of government or a tighter political climate may cause delays, and, finally, political influence is difficult to count. How does one define a policy proposal? When can one clearly state that one's proposal has been included in policies? These are some of the dilemmas partners and colleagues struggle with when planning and reporting on yearly targets. In the following we attempt to provide information about process partners have been and are involved with to influence authorities, beyond the numbers.

NPA's main methods in supporting popular organising to influence democratisation and just distribution of resources are to support partner organisations to mobilise for social and political change and to build alliances with likeminded organisations. Depending on the specific needs of each organisation, and the political context in which it operates, we support the organisations in developing political and organisational capacities to influence decision-making in their societies.

For NPA, local ownership of change processes is key. NPA's focus is on supporting partners' organisational development, not to support defined thematic areas. Partners define their political agendas themselves, based on local priorities in their specific context. Hence, there is a variety of issues partners engage in, but some topics are common; rights and access to land and water,

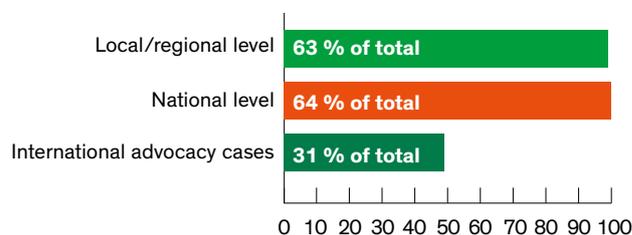
indigenous people's rights, gender equality and violence against women, the right to organise and mobilise, and freedom of expression.



The graph shows, in each country, the number of partners that have presented proposals to authorities and the number of partners that had proposals included in policies.

NPA's partners work in very different contexts. Most of our partners operate in fragile and politically unstable contexts, where the space for civil society is diminishing due to pressure from government, opposition groups, military, para-military and/or the corporate sector. Others operate in contexts with supportive governments and political processes that are fairly open and inclusive. In some countries, partners find that influencing national

politics is risky, or the democratic space is too tight to exert any influence, whilst there are more opportunities at municipal or regional level. A total of 73 (52%) partners report that they have ongoing advocacy cases locally, 94 (66%) partners have ongoing advocacy cases nationally, while 45 (32%) partners have ongoing advocacy cases internationally.



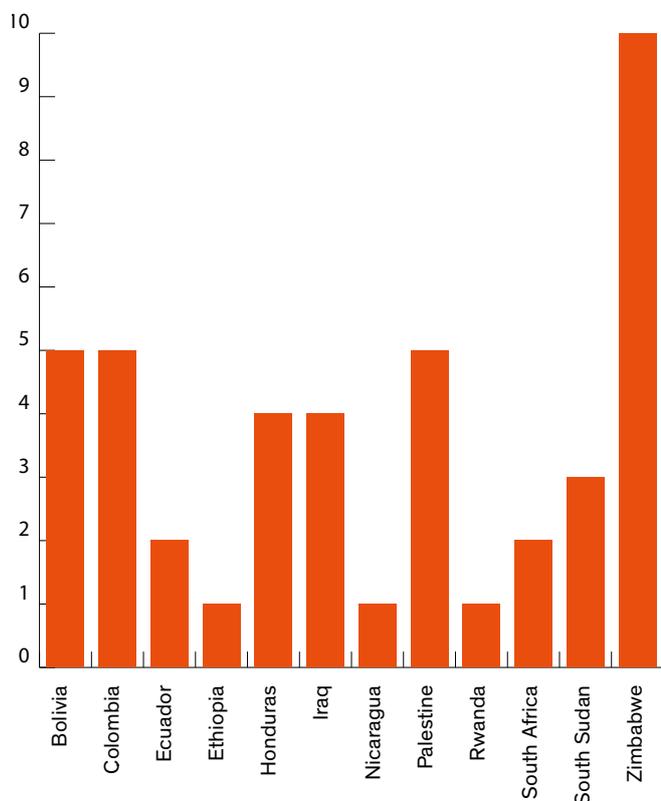
For instance, partners in Colombia, Cambodia and Mozambique have ongoing cases to influence local authorities to observe compensation regulations in favour of communities affected by investors. In El Salvador, Bolivia, South Africa and South Sudan partners have on-going advocacy cases to amend national media laws and strengthen the freedom of expression.

This graph shows the number and % of partners that have advocacy cases with authorities at local, national and international level. (including partners in Oil for Development and GAP).

Internationally, partners in Honduras have reported violations of labour rights of female workers in the textile factories to the Inter-American Human Rights Commission, Palestinian partners advocate for breaking the international silence toward the Israeli Occupation and violation of the Palestinian rights, and partners in several countries have provided input to Universal Periodic Review (UPR) processes.

In the following section, we highlight some examples of the efforts partners have embarked on in 2016 to influence political decision-making in their countries, reflecting the contexts they operate in and the achievements made. These are followed by result examples providing more in-depth presentation on a selection of these processes to exert influence.

In **SOUTH AFRICA**, declining ANC electoral support gives social movements a larger space to lobby and advocate. The growing domestic protest movements are calling for changes in service provision, labour issues and unemployment, university fees and staffing, and most recently for the resignation of President Zuma. The decline of the ANC's hegemony has resulted in a more robust Parliament with a greater appetite to hold the Executive to account. Factional battles between state institutions have resulted in greater access to information and exposed contradictions that triggered citizens' action. The Judiciary showed its independence with the Constitutional Court ruling against President Zuma. The labour confederation, COSATU, is in deep crisis, as NUMSA is splitting away to create an independent labour movement. The general political climate is not in favour



The graph shows the number of partners that have worked to stop law initiatives in each country.

of community-friendly solutions and corruption is wide spread. NPA partners have presented proposals to authorities on communication and surveillance policies, women's land rights, border trading, mining and taxation. For instance, TCOE made proposals to amend the Traditional Courts Bill and on the need for long leases on land holding and women's rights to land. The work done by NPA's partner Right2Know on the RICA Law (Regulation of Interception of Communications & Provision of Communication-Related Information Act) has received international attention and forced the government to agree to a legislative process to review the RICA (see result example p. 15). So far, none of the proposals has been included in policies.

In **MOZAMBIQUE**, a temporary ceasefire and ongoing negotiations between the ruling and the opposition parties has halted the military tension following the 2014 election. The socio-economic scenario is critical due to severe drought, political and social instability, public debts and corruption. The majority of women (90%) is involved in agriculture, but less than 25% have land tenure. The advance of extractive industry and industrialised agriculture, mixed with corruption, continues without proper policies, laws and procedures on community consultations, compensations and resettlements. The Government of Mozambique treats civic engagement as an obstacle to economic development. The political environment is increasingly tense with intimidations and even assassinations of critical journalists, academics and politicians. This has affected the CSO's capacity to mobilise, but some find ways to respond to the situation. Partners have presented proposals and campaigned to improve women's rights in laws and policies and combat violence against women, to secure food production and prevent land grabbing, but no proposal has been included in policies.

ZIMBABWE continues to be in a multi-faceted crisis with further deterioration of service delivery, economic melt-down and political instability. The inability of the State and ruling party to act on corruption, policy inconsistency, lawlessness, fiscal indiscipline and mis-governance worsened the on-going economic crisis. Politically, Zimbabweans found their voices in new "hashtag" social movements demanding accountability from politicians, justice, and good governance. Under the #thisflag social media platform, mass actions resulted in a nationwide

shutdown in July. This represented a change in how civil society organises and mobilises. Partners such as Magamba, CHRA, Crisis and ZimRights provided solidarity and support to the social movements. Others, like ZCIEA organising informal traders, supported their members to defend their rights. The organising against retrogressive policies such as importation ban, criminalisation of the informal sector, opening up of space for civic work and poor access to basic service delivery are key in the country programme. NPA partners presented proposals on gender based violence, access to water and land, particularly for women. For instance, ZELA (Zimbabwe Environmental Law Association) identified gaps in the Mines and Minerals bill and made proposals on access to information, adequate compensation, and free and prior informed consent to the Ministry of Mines and the Parliament of Zimbabwe. Parts of ZCIEA's proposal to ban the law prohibiting import of goods and services, affecting vendors, traders and the business community were accepted. The Parliament accepted WLZ's (Women and Land in Zimbabwe) proposal to ensure equal access to land for women, and rural women in particular, in the Land Bill. CHRA's (Combined Harare Residency Association) proposal for citizens' right to water was a success (see result example p. 23). Partners protested that the Land Bill does not include married women as right holders to property and that the old Urban Council Act (1968) does not include rights of workers in the informal sector. They also claimed that local authorities' demand that CSOs have to pay to work in an area is unconstitutional. Partners played a significant role in keeping an otherwise brutal and repressive government in check.

RWANDA is orderly, public corruption is low, and the development achievements are impressive. There is political order, technical capability, sustained growth, and internal security. In August 2016, Rwanda adopted the Persons and Family Law that recognises both the man and woman as the joint heads of household. On the other hand, the regime is authoritarian and exercises a firm hold on civil society. The policies on human rights and freedom of expression are relatively liberal and progressive, but there is a pervasive self-censorship in civil society and the media. The government's development strategies emphasise the role of citizens, CSOs and the private sector, but the notion of civil society influencing policy is not established. The decentralisation policy, underway since 2010, increases

the authority and autonomy of local governments to realize accountability, citizen empowerment and local ownership of development programmes. However, in reality, the quality of citizen participation in decision-making remains a challenge. Nevertheless, the NPA programme has contributed to the changing role and capacity of civil society, in that civil society organisations have moved from service delivery to policy influence. For instance, Nyagatare District authorities approved AJPRODHO proposal to set up a stakeholder's forum of institutions with responsibilities to prevent and respond to GBV to coordinate their work. Nyaruguru district officials accepted COPORWA's proposal to reclassify the socio-economic status categorization of indigenous people to include the Batwa (see result example p. 25). RWN (Rwanda Women Network) and TUBIBE AMAHORO protested against the application of fines on late birth registrations, prescribed by the new Family Law (2016). As a result, the Ministry of Justice requested Ministry of Local Government to refrain from applying fines to late birth registration until a Ministerial order is made to clarify terms.

In **SOUTH SUDAN**, the new Transitional Government of National Unity (TGNU) was formed in late April 2016, following the signing of the Agreement for the Resolution of Conflict in South Sudan (ARCISS). However, a new outbreak of armed conflict started in July. By December 2016, 1.85 million people were internally displaced and 1.4 million had fled to neighboring countries. With focus on delivering life-saving humanitarian assistance, there was less attention on organising and mobilising people. Amid this political uncertainty, the GRSS passed two pieces of legislation to govern NGOs. The acceptable "objectives of NGOs" do not include human rights work or policy advocacy. A new "unofficial law" required any gathering of more than fifteen people to seek prior approval. These measures obviously had an impact on people's ability to organise and mobilise around issues such as governance, human rights and policy advocacy. Government interference in print and broadcast media escalated, including harassment and intimidation of journalists, which resulted in increased self-censorship. Radio remains the main source of news for most citizens, but in 2016, the Government revoked permission for live call-in shows, which stifled public debate. Security services violently suppressed protests, opposition party leaders were detained, the right to petition denied and civilians described a pervasive fear. It was therefore difficult for civil society to engage in or influence political

developments in the country. In this context civil society continued to press on and look for non-confrontational ways of engaging with government at all levels. NPA partners continued to implement initiatives that encouraged public dialogue and debate, and promoted civic participation at the community level, such as peace dialogues, campaigns related to health, violence against women, and youth participation, cross-ethnic sports tournaments and legal counselling for women. NPA also supported initiatives to strengthening knowledge, skills and response capacity at the community level, so communities are better prepared to face crisis (see result example p. 31).

Despite the economic growth in **ETHIOPIA**, rural poverty is high and the country remains highly susceptible to climate crises and food security. The well-organised society serves as collective support, but also as a mechanism of control. Ethiopia saw continued unrest in 2016, and the government introduced a six-month state of emergency in October. The fear of terrorist attacks has resulted in a strict anti-terror legislation that can be misused to stifle the opposition and limit free media. The space for civil society to mobilise at the national level is limited due to the CSO legislation banning INGOs and CSOs receiving more than 10% of their funding from abroad from working on rights-issues and advocacy. It is not possible to mobilise people nationally around political issues as the government's aim is for civil society to fill gaps in service delivery. However, it is still possible to organise people locally. For instance NPA's partner, MELCA, organises marginalised groups in cooperatives (see result example p. 33), self-help groups and youth groups. Partners use this type of organising to strengthen their ability to defend and manage natural resources and livelihood rights. The final evaluation of the NPA programme reports that violence against women and girls has been reduced in the institutions targeted by the NPA partners. However, outside these institutions gender inequalities and violence against women and girls persist in spite of the constitution and the penal code proclaiming that girls are to be protected from any kind of harm, violence or abuse.

In **BOLIVIA**, NPA's main partners are the national indigenous peasant organisations, CSUTCB, including their women organisation Bartolina Sisa, nationally and in Cochabamba and Santa Cruz Departments. They are part of the Unity Pact, a national alliance of Bolivian grassroots organisations and ally to the Evo Morales'

administration. In the last decade, they have been part of a change process that includes a new Constitution, developed with broad popular participation, nationalisation of natural resources, decentralisation, decreased inequality, and increased democracy. However, in 2016, the opposition's political influence increased and workers' protests dominated national politics. NPA's partners developed proposals on e.g. local participation and gender equality in municipal plans and budgets, for nationalisation of mines and reformation of the justice system. Their participative processes when developing proposals give them legitimacy, capacity to mobilise, and political influence to get them accepted. Partners in Santa Cruz and Cochabamba celebrated the ratification by referendum of nine local municipal laws. The Government of Cochabamba incorporated the proposal from partners to confront the drought crisis, and the new Cinema and Audio-visual Law, included proposals to promote indigenous cultures. The government adopted 12 agrarian policy decrees for the benefit of the peasant agrarian sector, including decentralisation of public funds and the recognition of community economic organisations (OECOM) as economic actors (see result example p.16). In cooperation with Bartolina Sisa (CNMCIQB BS), the Ministry of Justice prepared a draft law for Community Defenders of Girls, Boys and Teenagers. Partners protested against Law 829, which extends permits for private radios, because it hinders democratisation of communication. In Santa Cruz, an alliance of more than 40 organisations brought a claim against the Santa Cruz region to the Bolivian Constitutional Court, because they had not included proposals developed by civil society in the Autonomy Statutes (law in a sub-national unit). The Constitutional Court required Santa Cruz to revise the Statutes, thus partially recognising the position of the organisations.

In **ECUADOR**, despite the close cooperation between the social movement and President Correa's government in its initial phase, the polarisation has increased both between the social movement and the government, and within the social movement. The government does not recognise the social movements as representative actors, shows little interest in dialogue, and remains hostile towards social protest. The social movement is divided on how to position themselves towards the government and its policies. Some organisations fiercely oppose the government, others adhere, but very few place themselves in a position where they can play a

constructive critical role. Nevertheless, organisations have managed to achieve important results, especially at the local level. NPA partners influenced government decisions on the reconstruction after the earthquake in April 2016 (see result example p. 32). They have presented law proposals e.g. to defend community-based water managements systems and secure local participatory governance and budgeting, and housing and credit for small-scale farmers earthquake victims. The National Assembly approved a proposal to reform the Solidary and Popular Economy Law, to include small and medium size cooperatives in state purchase catalogue. It will provide 700 000 small-farmers' prioritised access to State purchases (e.g. school food) and to better placements of their products in supermarkets. In Cotacachi, partners achieved a municipal ordinance to incorporate the "Cotacachi Participatory System", a local legal framework that recognises the participation of social organisations to define public policies and budgets.

The **COLOMBIAN** government and the FARC-EP signed a revised and final peace agreement on November 24 in the midst of political turmoil. The Congress passed the revised accord shortly after. NPA's partners, ONIC and PCN, succeeded in the inclusion of an "Ethnic Chapter" in the final peace agreement. It safeguards indigenous and Afro-Colombians rights in the implementation phase of the agreement (see result example p.14). Despite the possibilities, for a lasting solution to the armed conflict, the economic policies pursued by the Santos government remain contradict to a lasting peace based on social justice. In 2016, the government enacted the "ZIDRES" (Zones of Interest for Economic and Social Development in Rural Areas) law. The ZIDRES law, ratified by the Constitutional Court, provides a clear pathway for agribusiness to concentrate land for large-scale monoculture. In Colombia, land classified as "vacant" - that is, national land not legally titled to any individual or company - has until now been off limits, in theory, to privatisation by corporate entities. The popular movements played a central and decisive role in 2016. The Agrarian Summit, the largest national platform of rural organisations in the country, which includes NPA's five partners, petitioned the Constitutional Court, to declare ZIDRES unconstitutional. They organised a national strike that lasted 14 days, took place in 23 departments and mobilized over 100.000 people. After 3 days of negotiations with the government (June 2016), 11 formal accords were reached consisting of 120

agreements with the Colombian government. These included guarantees for mobilisation and protest, peace and participation, and issues related to large-scale mining, land and territories, and indigenous peoples and Afro-Colombian people's rights. Nevertheless, since signing the accords in June 2016 the government has not complied with the commitments agreed. The systematic persecution of social leaders in many regions is worrying, and an indicator of how challenging the transition to peace will be.

In **NICARAGUA**, 2016 was an important political year. In June, President Ortega annulled the legal status of the main opposition party, prohibited electoral observers, and designated his wife Rosario Murillo as Vice-President. Ortega won with 72% of the votes. The judiciary fails to respond to the increasing violence against women, and the dismantling of the police stations for women is a major setback for women's rights. Social movements kept a low profile not to jeopardise their legal status, and did not submit any policy proposals to the authorities. However, organisations mobilised locally against the rise in violence against women, higher cost of living, unemployment, and the construction of the Nicaragua Grand Canal. MCN-Matagalpa (Municipal Movement in Nicaragua -Matagalpa) established its first community radio to counter mainstream media controlled by the State and the economic elite (see result example p. 24). In 2016, the National Council to Defend the Land, the Lake, and National Sovereignty was established to oppose the Grand Canal. It brings together representatives from all the affected towns, including CENIDH (Centre for Human Rights), MCN Matagalpa and ASOMUPRO (Association for Women Producers), and has organised 300 local rallies in the various municipalities.

In **GUATEMALA**, the political crisis that in 2015 resulted in the destitution and indictment of President Otto Perez Molina for corruption continue to affect the developments in the country. The current President Morales' administration still lacks a credible programme after a year in office, but continues, as previous governments, to plunder natural resources, oppress resistance and co-opt social organisations. Corruption and impunity is rife and it is calculated that 24% of Guatemala's yearly GDP is lost in corruption. Human rights violations and persecution of social and indigenous organisations and leaders has increased. Social organisations, including NPA's partners, have mobilised against the growing

interest to explore and tap natural resources in traditionally indigenous areas. The State response has been criminalisation, repression and discrimination against indigenous and peasant populations. Most of the targeted organisations and leaders are of the Maya indigenous communities and peoples. There is widespread mistrust in government institutions. Indigenous organisations, including NPA partners, have presented a public proposal for a redraft of the Constitution that will recognise the cultural and ethnic diversity of the country and give power and decision-making opportunities for indigenous peoples and the grassroots sector. However, they have not yet submitted the proposal formally to the National Congress of the Republic (parliament). NPA partners are active at local level and participate in the discussions in Community and Municipal Development Councils.

In **EL SALVADOR**, the former liberation movement, FMLN, is in government, but only holds 37 % of the seats in Parliament. The right-wing opposition party, ARENA, runs 50% of the country's municipalities. This precarious balance of power prevents FMLN from making progressive changes. The main disputes between government and right wing sectors are at an institutional level, downgrading the role of social mobilisation. Nevertheless, social mobilisation was greater than in 2015. Partners presented proposals on agricultural issues, such as national seeds, civil protection, gender equality in municipal plans and budgets. All partners participated in campaigns promoting the adoption of laws, public policies, and government measures and opposing the rulings of the Supreme Court of Justice aimed at financially obstructing the government. Continuous mobilisation of civil society organisations, including almost all NPA partners, was a key factor to achieve a substantial increase in the minimum wage in private sector; an important step toward redistribution of wealth. Right-wing sectors use the media they control to secure support from the population. Therefore, alternative information and political training remains core in NPA's programme. Under ARPAS leadership, the organisations advocating for an amendment of the communication law achieved progress (see result example p.13). CCR and MPR12 continued to coordinate stakeholders against metal mining, including rallies in front of the International Centre for Settlement of Investment Disputes (ICSID) in Washington, D.C. These protests probably exerted an impact on this court's ruling for the state of El Salvador in the complaint filed by an Australian-U.S. mining company.

HONDURAS has suffered an important regression in terms of human rights, corruption, citizen participation and social and political rights, since the coup in 2009. Almost all assassinations of activists and journalists remain unsolved and unpunished. The Government has refused to dialogue with the social movements and responds to mobilisations with oppression of organisations and communities in opposition to the regime, and criminalisation of their leaders. There are increasing complaints of pressure on basic resources like water and land in indigenous and peasant communities, estimates indicate that more than 800 extractives' projects, principally mining and hydro-electricity, are in process of approval. Although partners have few opportunities to influence public policies at national level, they are active locally, organising recuperation of territories, resistance to extractives projects, and participating in municipal meetings and territorial assemblies. Three municipalities in the Department of Atlántida have approved MADJ's proposal to have municipal assemblies decide on whether or not to allow hydroelectric projects. The textile industry, trade unions and government are discussing the petition to review mechanisms to oversee best practices in the textile industry, with advisory services from CDM (Centre for Women's Rights). More than 110,000 workers, predominantly female, will benefit. The mayor's office of Nueva Frontera accepted RED COMAL's proposal to allocate 5% of the productive expenditure budget for food security. CNTC (Central Nacional de Trabajadores del Campo) submitted a proposal to settle a land conflict in Agua Blanca Sur, and CDM and 22 other women's organisations submitted a proposal to decriminalize abortion under certain conditions, such as rape, but these have not been included in policies.

In **CUBA**, the most important political event was the death of Fidel Castro, the revolutionary leader and important moral and symbolic figure. The new phase in U.S.-Cuba ties, initiated by Obama, has not altered the basic elements of the trade blockade. Cuba is going through a socio-economic transition including divestment of state-owned businesses, greater autonomy for state enterprises, and growth of the private sector. Unavoidable economic changes are leading to greater social inequality in a country that has been highly egalitarian. Most of the population suffers from restricted access to basic consumer goods. Nevertheless, Cuba ranks third on human development ratings in Latin America. Gender equity measures remains better than the rest of the continent. Women account for 48% of all members of

parliament although in the CCP Politburo, 14 of the 15 members are men. Cuba is still heavily dependent on food import. The food production relies increasingly on cooperatives (75%). Non-agricultural cooperatives (e.g. textiles, transport, child-care, black smiths) is a new type of economic organisations that stems from previous state-owned companies or new private initiatives. However, the approval process is slow, only 400 have been approved until now. Cuban society is highly organised, with the main organisations directly linked to the state. Some NGOs and decentralised state organisations, including NPA partners, play an important role combining their commitment to the revolution with perspectives of criticism and renewal. Political centralisation provides little opportunity for organisations to exert influence on public policymaking. However, partners are involved in strengthening local participation and decision-making processes, and organising debate forums.

In **CAMBODIA**, the political context still evolves around the political upset after the 2013 elections, where the ruling party Cambodian People's Party (CPP) lost many seats to opposition Cambodia National Rescue Party (CNRP). CPP aims to avoid defeat at the upcoming elections in 2017 and 2018, and this has led to a surge of politically motivated arrests of activists and NGO staff. However, with the influence of social media and the growing social discontent of the population, the CNRP still has a meaningful political presence. Since May 2016, the campaign "Black Monday", where all participants wear black clothes in protest of imprisoned victims of government repression every Monday, has been met with arbitrary arrests. NPA Cambodia supports partners working on the frontline on hot issues. Throughout 2016, the level of CSO's influence on political decision-making became less due to political pressure from the ruling party. CSOs shifted tactics, opting to increase awareness and maximize critical inputs and condemnation locally and internally. Partners presented proposals on localised sustainable development goals, natural resource and public participation in environmental impact assessments, procedures and regulation for municipal election monitoring, and empowerment of communities to challenge authorities on Economic Land Concessions (see result example p. 22). CSOs, including NPA partners, particularly influenced two legislation processes positively. The approval and use of e-registration and future e-voting systems and the official sub decree listing of the Prey Lang Forest as protected areas.

IRAQ and **KURDISTAN** have, since the collapse of Saddam's regime in 2003, suffered from waves of violence, military operations, marginalisation of the minority populations, and political suppression. The country is torn by Daesh (IS) occupation, massive displacement and a humanitarian crisis. The economic crisis and the government's failure to provide basic services has led to widespread demonstrations, and anti-terror laws and state of emergency are used to control the public. The NPA programme contributed to recognition of CSOs role in the country. The networks AIM (Alliance for Iraqi Minorities) and JNP (Justice Network for Prisoners), with 90 CSO members, have had considerable effect throughout the country in highlighting minority rights and the status of prisoners and detainees. They presented documentation that enabled organisations to lobby, both at local and international level, to increase authorities' accountability. PAO (Public Aid Organisation) and IAA (Iraqi Al-Amal Association) and RID (Reform Institute for Development) supported 16 provincial councils (PCs) in Iraq and Kurdish Region (KRI), strengthening public participation in PCs decision-making processes. RID received appreciation from the Kurdistan Parliament as their engagement was seen to empower the parliament and encourage public participation. CSO representatives have become members in the provincial participatory forums and in the three service committees of the KRI. Their role is to gather opinions on specific subjects and present these to the PCs and KRI Parliament, ensuring flows of information and informed decision-making. Partners have presented 43 proposal to authorities, including 24 different proposals to improve conditions for prisoners and detainees. The government approved and implemented four of the 24 proposals, including the establishment of Erbil Women Rehabilitation Centre for detained women, while the others are pending. Partners have also presented proposals to open parliamentary activity in Kurdistan Region, amend the labour law, revise national standards for including minorities, and to incorporate international standards in Iraqi law (see result example). AIM submitted a proposal on the political solutions after Daesh to the Iraqi Council of Ministers.

In **PALESTINE**, the level of democracy has decreased in recent years and lack of political horizon characterised 2016. The status quo with continued Israeli occupation, blockade and restrictions of movement has led to a humanitarian crisis. In Gaza, the political and security situation remains volatile. The 2014 war left Gaza with massive damage and 65,000 people remain displaced. The blockade on Gaza Strip includes the land, air and sea, and affect all aspects of life. The unemployment rate among Palestinians in 2016 reached 39%. The situation in the West Bank is increasingly perilous and the Palestinians experience challenging socio-economic conditions due to the Israeli occupation, demolitions and displacements. NPA supported CSOs in their efforts to influence the political situation, conditioned by the Israeli occupation and the internal Palestinian power struggle. Partners, and their coalitions, opposed proposed changes for the election law, and secured amendments to the social security law that guarantees the rights of employees, women and people with disabilities. They challenged local authorities to change laws that restrict democracy and representation and promoted the rights of youth and women. Palestinian Centre for Democracy and Conflict Resolution (PCDCR) proposed an increase of women quota in municipal elections law from 20% to 30%. UPWC (Union of Palestinian Women Committees) and PCDCR trained women nominated to the local councils before the planned elections were postponed.

EL SALVADOR

Community radios achieve a more democratic communication law

In May 2016, the Parliament amended the Law on Telecommunications of El Salvador, to democratise access to frequencies.

The control of mainstream media in El Salvador is concentrated in few hands. Three families own the two largest newspapers and the three most widely watched television channels. The same families control several unused frequencies. These media institutions represent the interests and perspectives of the elite and the right-wing opposition party, ARENA, and play an important role in national politics. An unfortunate result of this concentration is that most of the 22 community radios in The Association of Participatory Radios and Programmes of El Salvador (ARPAS) share one single radio frequency.

One reason for this concentration is the Law on Telecommunications that until 2016 allocated radio and television frequencies by public auction. Only people who could pay large sums of money could access frequencies, and the allocations were automatically renewed.

Since 2014, ARPAS and the Network for the Right to Communication (REDCO) have organised a campaign to democratise media and change the law, especially focusing on allocation of radio and TV frequencies. They used radio spots, informative programmes and interviews in community radios to explain what democratising communication means. They also lobbied parliamentarians from the opposition and the governing party, FMLN, and submitted a proposal to amend the Law to Parliament and a draft policy on communication to the executive branch. In 2016, they organised two national forums (50 participants each) and four regional forums with representatives from social organisations (45 participants each).

NPA transferred **NOK 940 000** in financial contribution to ARPAS in the period 2014 to 2016, primarily for political training and advocacy work. This amount represented approx. 70% of the total grants from donors in this period. ARPAS' revenues from advertising sales were much higher.

In May 2016, the Parliament amended the Law on Telecommunications. The amendments introduced several major steps forward in the legal framework. For the first time it is possible to access frequencies in other ways than auctions, for example through a direct allocation from the state. It strengthens the role of the state institution in charge, SIGET, which can now retract allocated frequencies if the concession-holder does not fulfil its obligations. For the first time the legislation legally recognises the existence of community radios. However, they have not yet accessed more frequencies, so this is one of the advocacy priorities in 2017. Another positive consequence of the campaign is that in December 2016, the private-sector corporation with greatest control (TCS) returned six TV frequencies that were not in use to the state.

ARPAS and REDCO were the core actors in the campaign for this amendment. Although not all their demands were met, it represents a big step forward, (such as equal distribution of all frequencies between the state, private sector and non-profit sector). One lesson learnt is the value of broad alliances within the social movement to succeed in such campaigns. Another is that it is important to focus on one or few targets.

ARPAS, founded in 1996, is a national umbrella organisation for 22 community radios. It produces programmes for the member radios, provides training and secures financial resources for the network. ARPAS initiated the Network for the Right to Communication (Red por el Derecho a la Comunicación-REDCO) with 40 social organisations, NGOs, and universities. ARPAS is also a member of the Social Alliance for Governance and Justice (ASGOJU) and the Latin American Association of Radio Education (ALER); and is currently chairing the latter association.

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COLOMBIA

Partners put indigenous rights on the peace agenda

Partners representing indigenous peoples and Afro-Colombians, succeeded in securing their rights in the peace agreement signed by FARC-EP and the Colombian government.

Indigenous peoples and Afro-Colombians in Colombia have suffered from legacies of colonialism and slavery, as well as the 52 year long armed conflict. Nevertheless, when the peace dialogues began in Havana in 2012, they were not on the agenda. However, the indigenous and afro-Colombian organisations wanted to have a say in the peace process.

In early 2016, ONIC (The National Indigenous Organisation of Colombia) and CONPA (the Afro-Colombian Peace Council) joined forces and decided to establish an Ethnic Commission (EC) with a mandate to influence the negotiating parties.

The EC initiated an extensive campaign, in Colombia and outside, to gain access to the two negotiating parties in Havana. A delegation travelled to Washington D. C. to lobby African-American members of the US Congress, who put pressure on the US representative in Havana and on then President Obama. They engaged in dialogues with the Colombian Peace High Commissioner, the UN High Commissioner for Colombia, and the government. To influence the public opinion at large, they participated in TV-debates, published press releases, and attended public events. The EC threatened to take the final peace accord to the Constitutional Court if ethnic rights were not included.

ONIC and CONPA are part of the Agrarian Summit, the largest national platform of rural organisations in the country, of which all NPA partners are central. In June 2016, the Agrarian Summit organised a national strike for 14 days. The strike, which took place in 65 municipalities in 23 departments and mobilised over 100.000 people, forced the government to the negotiating table.

After three days of negotiations, the government signed 11 agreements, including a promise to recognize the EC as a credible interlocutor. The government agreed to let the EC travel to Havana to meet with the parties. Their key demand was an “Ethnic Chapter” that included in the final accord that secured their rights. EC delegates, including representatives of ONIC and PCN, went to Havana to draft a document they could present to the parties for further discussions.

On August 23, the government informed the EC they would announce the final peace accord the following day without an Ethnic Chapter. The EC said that if ethnic rights were not included, they would ask the Constitutional Court to review the complete text, which would prolong the process. The following day the EC met with the negotiators and consolidated the final text of the “Ethnic Chapter”.

Sources:

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In 2016, ONIC received **NOK 1 162 000** and PCN **NOK 238 000** from NPA (Norad). These transfers included organisational development, including political training and political assemblies, lobby and advocacy work carried out by the organisations and the Ethnic Commission. It is difficult to single out the expenses that went to this process in particular.

The formal signing took place in a moving ceremony in Cartagena on September 26. However, the NO-side won the plebiscite with a tiny margin. In the aftermath, the President launched a national dialogue with conservative and right-wing sectors. At the same time, people and social movements mobilized in the cities of Bogotá, Medellín and others to show support for the agreement. In Havana, the parties constructed a revised agreement that addressed the concerns manifested by the right wing.

The revised Peace Accord, signed in Bogotá on November 24, is in many aspects a setback from the first agreement. However, it contains the “Ethnic Chapter”, which includes principles applicable to the entire accord. It guarantees and safeguards Afro-Colombians’ and indigenous peoples’ rights, such as the right to prior, free, and informed consultation and access to land distribution mechanisms. It also states that the central government will design the Territorial Focused Development Plans (PDET) in cooperation with ethnic authorities in their territories. A High Level Ethnic Commission will be established to help guide implementation that ensures their participation. This is the first peace accord ever to include ethnic rights.

ONIC (National Indigenous Organisation in Colombia), established in 1982, represents 102 indigenous peoples organised in 50 local and regional organisations, with approx. 1.3 million members. ONIC’s indigenous political school “EFIN” builds capacity and competence among members and leaders. It has organised training and accompanied indigenous peoples in areas most affected by the conflict. PCN (Process of Afro-Colombians) is a network of more than 100 local organisations and councils. PCN was part of the Ethnic Commission and in developing the Ethnic Chapter.

SOUTH AFRICA

Campaign forces Government to review Secrecy Bill

The Right to Know Campaign (R2K) submitted a critical report on the Government of South Africa's surveillance policies (RICA) to the United Nations Human Rights Committee (UNHRC). Following the submission the Government met the R2K Campaign and agreed to a legislative process to review the RICA.

The government enacted strict regulations in 2009 through Regulation and Interception of Communication Act (RICA), which forces telecommunication companies to grant the State access to their user's communications when ordered to do so. According to the Act, a network operator or internet provider must provide access to all communication traffic in real time. In times of upheaval and social conflict, often driven by socio-economic struggles, authorities may put increasing pressure on people who organise. RICA opens up for abuse. There have been cases where the government has used RICA to spy on political adversaries. Parliament's intelligence oversight committee released three-year backlogged statistics on surveillance indicating a 170% increase in the use of RICA to intercept users over 2008-2011.

This sparked an advocacy campaign to force the government to review its surveillance policy. R2K rallied 40 organisations to endorse a statement demanding RICA's reform. They launched a memorandum of demand to "fix RICA" at a press conference at the gates of Parliament and handed it over to officials at the Office for Interception Centres (OIC) and the Deputy Minister of Justice and Constitutional Development. They also organised several protest actions, and a picket at the trial of an intelligence officer charged with illegal surveillance. R2K popularised the issue by holding five workshops, four seminars, several public lectures and 80 media interventions. Several strategic alliances and institutional links (e.g. Privacy International, the Association of Progressive Communications and the Media Policy and Democracy Project) have pivoted around R2K to make a joint submission and presentations to the UNHRC.

NPA has supported R2K in 2016 with ca. **NOK 930 000**. Three International NGOs (NPA, Bread for the World and Privacy International) supported the RICA campaign. NPA contribution was of ca. NOK 60.000, approx. 55% of the total cost of the campaign.

R2K's strategy of creating internal and international pressure succeeded as the government accepted to review RICA through a new legislative process. R2K has been both the strategist and the motor of the campaign. The use of financial resources has been insignificant compared to the 'size' of the counterpart, the government and its security apparatus.

One of the unwanted side effects of the campaign is the exposure of R2K as one of the most active and critical civil society organisations in today's South Africa. Such exposure, in a climate more and more marked by social unrest and dissatisfaction towards the ruling ANC, might lead to security concerns for the organisations behind the campaign.

The Right2Know Campaign (R2K) was launched in August 2010 and has grown into a movement centered on freedom of expression and access to information. It is an activist-driven campaign with a vibrant internal democracy, aiming at mobilising South African citizens to raise public awareness and advocate to ensure the necessary flow of information to meet democratic and fair social and political developments. R2K has a national scope with local chapters in different parts of the country. They focus on three specific themes: secrecy/security legislations, access to information, and communication rights.

Sources:

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BOLIVIA

Indigenous peasant organisations recognised as economic actors

The Bolivian government recognises indigenous peasant communal organisations as economic actors. They can now engage in economic activities and sign contracts with the State without changing their organisational structures.

The indigenous peasant communities in Bolivia combine the family sphere and the community in their communal economy, regulated by cultural rules that adapt over time. Historically, the State did not acknowledge these communal economic organisations (OECOM). Rather, during the neoliberal period (1985 to 2005), the State promoted associations of producers, so called solidary peasant economic organisations (OECAS). Only OECAS could receive State funds for agrarian development. Creating these business associations OECAS, as for example potato or quinoa producers, often weakened traditional communal forms of organisation and market competition.

The aim for the indigenous peasant organisations is an agricultural revolution based on a strong communal economy, democratic land ownership and access to water, food sovereignty and healthy food for the entire population. Economic development of the communities, including stronger communal economic organisations (OECOM), is an important step to achieve their aim.

NPA's partners, the national peasant indigenous organisations, have worked to promote an agricultural economic revolution for "good living" (vivir bien), since 2006. They succeeded in defining the Bolivian economy as a plural economy in the new Bolivian Constitution (2009), consisting of the private sector, the state, social cooperatives and the communal economy. Since then, they have been developing proposals for an agricultural revolution. They have identified problems and discussed solutions in political training programmes and in provincial and regional assemblies in the different departments. They have facilitated meetings with agricultural institutions and producers to identify common interests related to food sovereignty and local development.

In 2011, the Parliament approved the Law of Agricultural Economic Communal Revolution, and in 2013, it approved a law regulating the OECAS and the OECOM, establishing policies for the development of both forms of economy. However, although the new law recognised the communal economic organisations (OECOM), the rules and regulations to obtain state credit or financing for economic initiatives stayed the same.

In 2016, NPA has contributed with **NOK 487 211** to the five partners that contributed to achieving this result, which is actually a result of several years' efforts. The funds have covered technical assistance, institutional support, and political training, communication and meetings with members and allied organisations. We Effect (Sweden) also supports Bartolina Sisa in Cochabamba and Mundubat (Basque Country) supports the Bartolina Sisa nationally.

In 2016, the Unity Pact reached several agreements with the Government. One of the presidential decrees allows OECOMs to receive State funding for collective economic initiatives and to offer services to the State at a local level, for example to be contracted by municipalities to provide school breakfasts.

This change coincides with several measures to give municipalities greater weight in financing economic and social indigenous peasant development. For instance, the State will channel resources for the Indigenous Fund through the municipalities to finance initiatives proposed by the communities. In addition, municipalities are obliged to develop their agendas with the participation of local actors, including women, and to incorporate gender equity in planning and distribution of the municipal budgets.

Therefore, partners have increased their support from regional organisational levels to the local, to strengthen their capacities and abilities to benefit from the opportunity to obtain state funding for economic initiatives and improve their quality of life. In this approach, partners' coordination with local municipal authorities is strategically important.

NPA's partners include the peasant indigenous organisations CSUTCB (Confederation of Peasant Worker Unions of Bolivia) and their women organisation CNMCIOB BS (National Confederation of Women), and their regional branches in the departments of Cochabamba (FSUTCC and FDMCOIC BS) and Santa Cruz (FSUTCAT SC, FDMCOSC BS). They are all part of the Union Pact (Pacto de Unidad) working in close cooperation with Evo Morales' government.

Sources:

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IRAQ

A step towards legalising the right to organise

The Iraqi Council of Ministers asked the Iraqi Parliament to issue a law to enable Iraq to join the ILO Convention on Freedom of Association and Protection of the Right to Organise. If Iraq joins the Convention, eight independent labour unions can be formally registered and both private and public sector employees allowed to organise.

Iraq has been a member of the ILO since 1932 and has ratified 66 ILO Conventions. In spite of this, freedom of organisation has been limited. From 1979 to 2003, the unions were linked to the leader of the ruling party and all union leaders were members in the Baath Country Leadership Committee. Since the overturn of the Baath regime in 2003, no new laws have been issued to regulate the right to organise unions. Public sector workers, the majority of the Iraqi work force, are not allowed to organise as they are considered civil servants.

In 2014, the Iraqi government submitted a draft law to the Iraqi Parliament suggesting that all unions should be organised according to one law applicable for both private and public sector employees. However, because the major political parties in Iraq and Kurdistan region (KR) tried to control the unions, the process was blocked and the Parliament never debated the draft law.

Peace and Freedom Organisation in Kurdistan (PFOK), an NGO that promotes workers' rights, mobilised trade union representatives, parliament members, activists, and workers in major cities to document the status of the rights of Iraqi workers. They presented the documentation gathered in television debates and on radio, and published it for distribution. PFOK organised 168 dialogue fora involving representatives from CSOs, the Ministries of Labour and Labour Committees in both Iraq and KR Parliaments, official government monitors, union representatives, and experts in labour rights. They also organised six focus group discussions in six provinces to discuss the findings, visited 127 work places and conducted 30 interviews with stakeholders.

PFOK organized a five-day training session for 24 representatives of the eight independent labour unions, each representing six-seven chapters organising workers in different sectors. As a result of this work, PFOK and the eight labour unions developed a policy paper that was submitted to the Council of Ministers in November 2016 proposing that Iraq join the ILO Convention on Freedom of Association and Protection of the Right to Organise of 1948 (No. 87).

NPA supported PFOK with **NOK 730 828** in 2016. This funding included support to the baseline research, campaigns and monitoring of violations committed against the workers. However, the funds also covered activities not related to this result example.

Through the combination of campaigning and lobbying the Iraqi Council of Ministers' changed their attitude to the right to organise. The Council of Ministers formally requested the Iraqi Parliament to issue a law for Iraq to join the ILO Convention. Should Iraq join this international treaty, the Iraqi parliament will have to adjust its legislation and legalise both private and public labour unions.

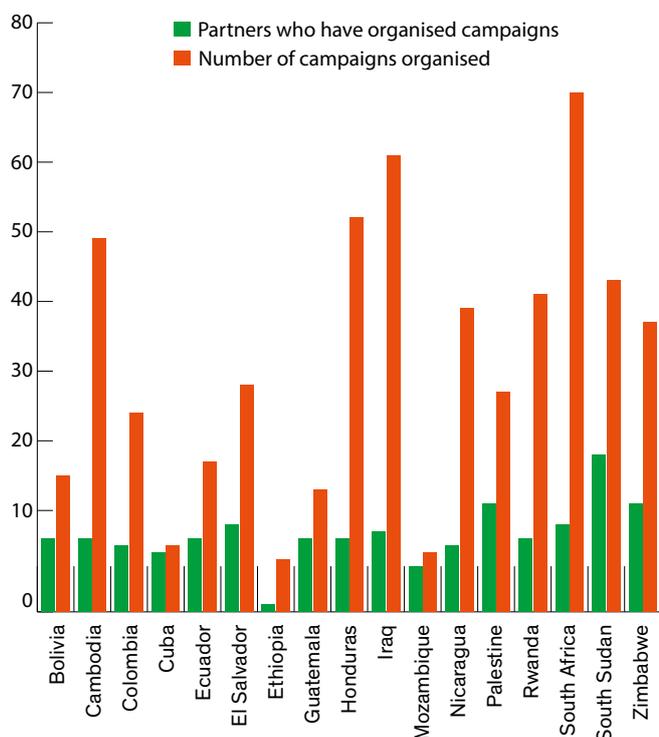
Joining the convention is only the first step. The next step is that the Iraqi parliament amends current laws to comply with international standards, which is likely to meet political resistance. This process requires continued pressure from labour unions, civil society and the public.

Peace and Freedom Organisation in Kurdistan (PFOK) is a non-governmental, non-profit organisation, founded in 2013. It aims to reinforce human rights, freedom, equality, and non-violence. The organisation also promotes labour rights and to strengthen labour organisation. NPA's partnership with PFOK started in August 2015.

Sources:

Documentation provided by PFOK from the General Secretariat for the Council of Ministers: <http://www.cabinet.iq/ArticleShow.aspx?ID=7385> http://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_444514.pdf

3.2 Intermediate outcome 1: Partners mobilise around common issues.



This graph shows the number of partners in each country that have organised campaigns and the number of campaigns they have organised

NPA considers that organisations' capacity to mobilise people, including their own members, constituencies or broader public, is important for them to gain influence in society or on power-holders. Furthermore, for organisations to stay strong and active, mobilisation is important to keep the commitment of their members and constituencies as well as the commitment to the work for a common cause. This is why NPA has defined mobilisation as an outcome.

The 2016 reports from the programme countries show that partners have kept a high level of mobilisation. An indication of this is that more than 2/3 of partners report that they have run campaigns and almost 2/3 that they initiated debates in media. Further, the programme has more than met the targets on this intermediate objective. 108 partners organised campaigns (target 105) and 98 partners initiated public debates (target 96). Most countries also report that partners mobilised under very difficult

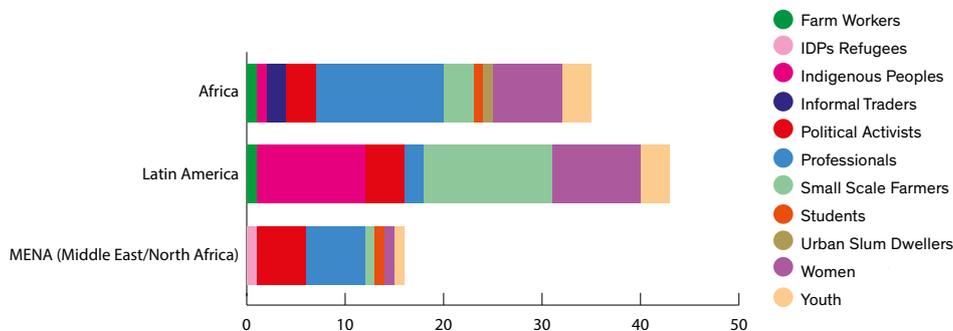
circumstances and as described under chapter 3.1 partners have found different strategies to mobilise in each context. Mobilisation has taken many forms, from forging alliances to street protest, and around different issues.

126 partners participated in alliances. Some partners are alliances, like JNP (Justice Network for Prisoners) and AIM (Alliance for Iraqi Minorities) in Iraq, and People's Congress in Colombia.

Alliances are stronger in the sense of putting more weight behind demands, but alliances can also be a survival mechanism for social organisations as it is more difficult for governments to close, control or co-opt organisations that stand together. Alliances are also an arena for sharing and accessing capacities, competencies and solidarity. Most mobilisations were done in alliance and the reports show a complex web of alliances and relations between partners and other organisations.

For instance, in Cambodia partners participate in alliances on electoral reform and extractive industries. In Bolivia NPA's partners are part of the Unity Pact, a national alliance of grassroots organisations promoting indigenous and agrarian rights. The Pact is a pro-government alliance and an ally of President Evo Morales. In Colombia, 11 social organisations, including all NPA's partners, established the "Agrarian, Ethnic and Popular Summit" to work for structural changes to rural problems. Since in 2014, it has become the country's most important grassroots alliance to influence peace and development policies. Through a number of mobilisations, they forced the government to the negotiating table, reaching 11 different accords, in 2016. In Palestine, PNGO (Palestinian Non-Governmental Organisations Network) represented the voice of CBOs and NGOs in international arenas, including within United Nations bodies. In El Salvador, NPA's partner ARPAS (Association of Participatory Radios) initiated REDCO (Network for the Right to Communication), an alliance of 40 organisations focused on the specific issue of amending the Law on Telecommunication. Southern African People's Solidarity Network (SAPSN) builds solidarity across the Southern Africa region for people to defend their livelihood.

NPA also strengthened alliances with partners for advocacy in Norway and Europe. As a member of the board of Zimbabwe Europe Network (ZEN), NPA forged



Type of members in partner organisations by region.

alliances with European and Zimbabwean organisations. With ZEN, NPA gained recognition as a dialogue partner on the Zimbabwean situation with the European Union. NPA also facilitated for partner organisations, e.g. from Colombia, Egypt, Zimbabwe and South Africa, to visit Norway, and other European countries, to inform about and advocate for their issues. The newly established South African farm workers' union, CAASAWU organised a strike demanding improvement of the terrible working conditions at the farms. This has engaged unions in Norway and NPA is following up the case with Vinmonopolet. NPA has also mobilised around other issues together with Norwegian trade unions, like in the in the case of Norfund's investment in Honduras or Statkraft's investment in Chile.

In several countries, partners mobilised to protest government decisions or to push government to respond to their demands. This was the case in Zimbabwe, when partners managed to mobilise their constituencies to fight for the rights of cross border traders. The government announced a ban on importation also affecting informal traders. Partners allied and rallied together to stop the ban and the result was relaxation of some of the clauses of the policy. In Colombia, all five partners participated in the large 100 000 people mobilisation called "Agrarian, Ethnic, and Popular Minga" in June 2016 and in the one-day union strike in March 2016. ANZORC held a 2 000 people mobilisation in Curumani, Cesar, after the Fifth National Encounter of Peasant Reserve Areas to present their political declaration. In Cambodia, a people's led movement labelling itself as "Black Monday" run a year-long campaign to try to free human rights activists from unfair imprisonment. In this, partners were not in the front line, but played a role "coaching" the people's movement. The Association for

Media Development in South Sudan (AMDISS) mobilised significant support from civil society, diplomatic missions inside the country, as well as from other international actors, to put pressure on the government to release the journalist Alfred Taban from the detention. Similarly, partners in Honduras continued to mobilise for justice after the murder of the indigenous peoples and natural resources defender, Berta Caceres, and participated in public debates about this.

In Bolivia, the Unity Pact is currently the group with the greatest capacity for mobilisation in the country. The regional alliances are the most dynamic. For example, the Bloque Oriente (Eastern Front) in Santa Cruz coordinated small and medium sized rural landowners as a counterweight to the big agro-industrial companies who try to monopolise the government agricultural funds (flexible credits, subsidies, erasing debts in crisis situations).

Partners from Colombia and South Sudan campaigned for peace. South Sudan has lived through a tough year with the ongoing war and humanitarian crisis. In this situation, partners promoted a series of peace and reconciliation activities locally, particularly involving youth. One example is Mvolo United Youth and Sport Association (MUYSA). They organised two peace campaigns under the themes "Play for Peace and Red Card to Violence" that attracted 240 players (21% females) from eight teams (six boy- and two girl-teams) in Mvolo. As a result of the event, 1.713 new boys and girls (36% female participants) registered with the Association and participate in the peace campaign. Itwak Women ran a peace campaign in Torit County and conducted four peace dialogues between disputing communities. Gurtong Media Trust partnered with Rift Valley Institute in

peace conference at “Kuron Peace Village”, where traditional and church leaders assembled to discuss ways and means of reconciling communities in South Sudan. In Colombia, all five partners campaigned for people to vote YES in the referendum on the peace accord between the Government and the FARC guerrilla. After the NO-side won the referendum by a small margin, people mobilised in the big cities to support and defend the peace accords. ONIC (the National Indigenous Organisation of Colombia) mobilised approximately 5.000 indigenous members, on October 12th in Bogotá, and another 37 regional mobilisations. These mobilisations showed strong political support for the agreement and a political solution to the armed conflict.

Partners have worked to expand people’s participation in decision-making processes. In Iraq, RID (Reform Institute for Development’s) organised a campaign for the Kurdistan parliament to accept public participation in the parliamentary process. RID had gathered baseline data and information that was used as a tool. Hundreds of people expressed their ideas about the current level of participation, and the presidency of the parliament accepted the suggestion of increased participation. In Palestine, Palestinian Centre for Democracy and Conflict Resolution (PCDCR) campaigned for an increase of the women’s quota in municipal elections law from 20% to 30% and an increase in women’s participation in neighbourhood committees from 17% to 40%.

In 2016, partners also mobilised and approached authorities at local level, just as much as at national level. In Guatemala, partners focused on achieving participation and influence through community and municipal development councils. These can decide on projects in the localities and propose priorities to the National Congress with respect to the budget. In Rwanda, 62 communities approached local authorities to request change of policies in their communities. The villages choose representatives that, after consultations at village level, have raised the village concerns to sector level authorities who later engaged the responsible district level authorities. Their concerns included land taxation, provision of water and electricity, security, birth registration, jobs for cash, right to shelter, and support to vulnerable people with health insurance.

Conflicts over land and natural resources continue to mobilise and 13 countries report work in this respect. In

Palestine, partners campaigned to increase the agricultural sector in the Palestinian Authority’s budget and to amend the agricultural products export policy. In Mozambique and Cambodia, the number of land conflicts is increasing due to the acquisition of land by commercial enterprises and, at the same time, affected communities that have support from NPA partners show improved knowledge of land rights and conflict mediation (see result examples p. 21 and 22).

In South Sudan both Steward Women and SSWEN (South Sudan Women Empowerment Network) ran Gender Based Violence (GBV) campaigns in respectively Magwi and Obbo in Eastern Equatoria and Pibor. These campaigns included mediation of 36 cases involving domestic violence, rape, wife beating, assault and deformation and land disputes, as well as litigation of five cases of rape and property rights. They also had awareness raising campaigns, including training. In Mozambique, MULEIDE participated in public debates about domestic violence. In Rwanda, six partners built a consortium to discuss GBV related issues affecting citizens and advocated for change. In Bolivia, Bartolina Sisa organised a national campaign against gender violence, femicides, and harassment and political violence against women.

Partners have been active in media, and 102 partners have initiated public debates. The information gathered show that these partners have initiated more than a thousand public debates, and partners in South Africa, Zimbabwe, Honduras and South Sudan have been particularly active in the media. The partner that initiated most public debates was the Right2Know Campaign in South Africa. Some partners run their own radio stations with NPA support, as is the case in Honduras, Nicaragua, Bolivia and South Sudan (see result examples p. 30 and 24). At the same time, Bolivia report that except for the struggle for gender equality and against gender violence, the organisations are weak in campaigning and public debate, mostly reacting to the conjuncture. In El Salvador, eight partners organised a media campaign to democratise communication and partners have initiated debate on combatting tax avoidance and promoting progressive amendment of the tax system.

MOZAMBIQUE

Communities mobilise to gain review of their land rights

The two communities of Intatapila and Napai-2, in the Northern Province of Nampula, have achieved a second round of community consultations. They proved that the company Lurio Green Resources violated their land rights by encroaching on their territories, without proper consultations and compensations processes.

The timber company Lurio Green Resources initially requested a concession of 30 hectares from local authorities for an Eucalyptus plantation. However, the communities discovered that the area marked was actually 400 hectares, and lately, during the negotiation process, it emerged that the company had obtained a land title for 1.800 hectares from local authorities. Local authorities had “consulted” traditional leaders, raising the suspicions of bribery, but they had not consulted or informed the communities about this expansion. They only discovered it when the company encroached on their agriculture land and forcibly removed households.

ADECRU (Acção Académica de Desenvolvimento de Comunidades Rurais) already had Intatapila and Napai-2 listed as communities at risk of encroachment and targeted for training on land regulations. The communities reported their case and requested ADECRU's support. They trained 73 men and 28 women on land laws, resettlement procedures and public consultation processes for five days. The communities' goal was to re-establish legal consultations and negotiations between the communities, the company, and local authorities. They wanted to reduce the encroachment and to receive just compensation for the loss of livelihood.

They sent letters to relevant ministries, local authorities, Lurio Green Resources, the Norwegian Embassy, and the Parliament. They managed to interest the Parliament and received a visit from ten members of the Parliamentary Commission of Agriculture, Economy and Environment.

NPA has supported ADECRU with ca. **NOK 350 000** in 2016. Three International NGOs (NPA, We Effect and SIEMENPUU) supported the activities in Intatapila and Napai-2. NPA's contribution was ca. **NOK 40 000**, 40 % of the total cost of the activities.

Acquired advocacy skills and knowledge about laws and regulations enabled the communities to organise and sustain their claims against both the company and the local authorities, and to engage the Parliament. The communities proved that the company, with the approval and support of local authorities,

violated their land rights. After their visit, the Members of Parliament ordered the company to stop further expansion of the project, and the communities obtained a new round of public consultations.

The encroachments affect women most and they are the most active in the campaign, nevertheless men continue to dominate as community representatives and beneficiaries of trainings. NPA is working systematically to promote women's engagement and representation by providing tailored Women Can Do It trainings to NPA partners.

The costs-effectiveness of such activities is extremely high. The communities have used very little funding to challenge a private company with overwhelming financial capacity and, most probably with fiscal and administrative advantages (often of dubious legality) provided by local governments.

While the outcome of the negotiations is still to be decided, the re-opening of the consultation process is an overwhelming result in itself. The project has had two unexpected positive effects: Firstly, the positive interest of the Parliamentary Commission that visited the contested area and supported the claims of the local population. Secondly, the ongoing mobilisation of four other communities where 50 % of the population is directly affected by Lurio Green Resources plantations.

Acção Académica para o Desenvolvimento das Comunidades Rurais (ADECRU) is an organisation founded in 2007 by young academics with rural background, working to defend the rights of the rural communities they come from. They produce research and fact based advocacy. While their ambition is to operate at national level, their current activities are limited to a few provinces. Their focus is land rights in areas affected by the encroachment of private investors.

Sources:

<http://www.parlamento.mz/index.php/ordem-do-dia-14-dez-16>

<https://adecru.wordpress.com/2017/02/22/carta-das-familias-camponesas-das-comunidades-de-intatapila-e-napai-ii/>

CAMBODIA

Communities reclaim land grabbed by private investors

Seven rural communities in the Commune of Srayang organised and successfully reclaimed ca. 12.000 hectares of land from four companies encroaching on their land.

In 2011, the Government of Cambodia (GoC) granted four companies (Seladamex, Eminent Elite Cambodia, TPP and FP Malaysia Plantation Company) Economic Land Concessions (ELC). They started clearing forestland and farmland belonging to the community in Srayong Commune (in the northern Province of Preah Vihear), without consulting the affected communities. This severely affected ca. 10.700 people (50% women) who lost their land and livelihood.

NPA's partner Ponlok Khmer (PKH) has been working in the area on forest protection since 2008. Since 2010, PKH has facilitated the establishment of the Community Network in Action (CNA), a network of rural communities who defend their land rights. PKH trained the affected communities on land rights, accountable land and natural resource management, laws and regulations, community organising and negotiation skills. The guiding principle of these trainings was knowledge sharing, community empowerment, and non-violence advocacy. In addition, PKH monitored the conflict and facilitated consultative meetings between the companies, the communities, and the local authorities.

NPA has supported PKH in 2016 with ca. **NOK 280 000** (ca. 13% of the total activities of PKH, who also receives funds from Forum Syd, Misereor, Winrock and AJWS). NPA supported the activities in Srayang with ca. **NOK 11 000**.

The mobilisation of the communities peaked with a demonstration in the capital city of Phnom Penh, in October 2016, demanding a review of the ELCs boundaries in the area. The GoC responded by issuing three sub-decrees reducing ELCs with 17.302 hectares that they would return to the communities with proper land titles. In today's Cambodia, the achieved result, with a successful (however partial) reclaim of land, is beyond expectation. Land-grabbing in favour of private companies is a common practice, in 2012 alone, the GoC granted more than 270.000 hectares of protected forest areas as ELCs.

Ponlok Khmer (PKH) was established in 2005 as a forestry conservation organisation, and it is also known as 'People and Knowledge of Highlanders'. It currently supports and mobilises and trains rural (mainly forestry) communities affected by land grabbing in the border area of Preah Vihear, in the North of Cambodia. From 2010, given the entity of the threat of land-grabbing, PKH has facilitated the establishment of a network of rural communities in defence of their land rights.

Sources:

- <http://www.phnompenhpost.com/national/officials-own-land-claim-villagers>
- <http://www.opendevelopmentcambodia.net/news/intervention-sought-in-land-dispute/>
- <http://www.phnompenhpost.com/national/intervention-sought-land-dispute>
- <http://www.phnompenhpost.com/national/four-sentenced-roles-preah-vihear-elc-protest>

ZIMBABWE

Mabvuku residents defend their constitutional right to access water.

After lobbying and advocacy by Harare residents, the City of Harare reconnected 700 households, representing 3.500 people, to water supply in their homes.

Mabvuku is one of the poorest and most marginalised areas within the province of Harare. An area that continuously faces acute water shortages and is charged exorbitantly for either non-existent or non-sufficient water supplies. The City of Harare (COH) decided to disconnect residents who had stopped paying water levies. The decision to disconnect affected 700 households representing approximately 3.500 people.

Combined Harare Residency Association (CHRA), a social movement where residents are members, began advocating and lobbying to have the water reconnected. They organised several meetings between residents, local councilors and district officers on the water charges and COH's failure to supply water. They produced theater shows to raise social awareness among residents, and organised training programmes on legal rights. The residents learnt about their social rights and about how they can hold policy makers accountable. Equipped with new knowledge, the residents demanded access to quality water supply on behalf of the residents. Local authorities at the City of Harare in charge of water services and local councilors attended the meetings with the residents. In addition, CHRA followed up by meeting with the City of Harare officials until the matter was resolved.

A total of **NOK 42 000** was used to carry out the six-month long project.

Mabvuku residents defended and protected the right to water, which is enshrined in the constitution. The City of Harare decided to reconnect water supplies, remove fixed water charges and review water bills for 700 households. CHRA received technical support from a local human rights organisation called the Zimbabwe Lawyers for Human Rights (ZLHR). This proved to be a very cost-efficient project where a small amount of funds led to great results for 3.500 people.

Knowledge about constitutional rights, through public awareness raising meetings and trainings, proved useful for the Mabvuku residents, who decided to defend their rights through the court system. Many other areas within Harare remain without water because the residents are not organised and lack training. This result can inspire other residents to engage in similar struggles.

Combined Harare Residency Association (CHRA), was established in 1999. CHRA's mission is to represent and support all residents of Harare by advocating for transparent, affordable and quality municipal services. Their theory of change is that an empowered community is better equipped to engage and negotiate with local policy makers. CHRA works with the parliament, with local authorities and councilors, and with residents. Cooperation with NPA began in 2016.

Sources:

City of Harare Council minutes, Community minutes.

NICARAGUA

Partner started community radio for local communities

Movimiento Comunal Nicaragüense Matagalpa (MCN Matagalpa) started their first community radio providing alternative information to the local community to counter the mainstream media in Nicaragua.

Most media in Nicaragua is controlled by the state (63 %) or private actors representing big capital (35%), thus only 2 % are community radios and TVs. MCN Matagalpa saw the need for media that reflects and addresses ordinary people's needs. In cooperation with the municipality of Sébaco, they decided to establish a community radio in the Molino Sur community.

Since 2012, MNC Matagalpa has organised meetings and workshops discussing communication and the role of community radios. The idea of establishing a radio rose in a workshop on natural resources where they decided they needed a tool to inform the population about what was going on. They attended an alternative communication encounter in Honduras, facilitated by NPA and attended by 27 popular organisations 20 women and 28, including NPA partners in Nicaragua, El Salvador, Honduras y Guatemala.

Norwegian People's Aid contributed with **NOK 346 625** to MCN Matagalpa in 2016, to cover technical assistance, institutional support, training and meetings. Approximately **NOK 18 000** was spent on purchasing equipment and exchanges visits in 2016. MCN Matagalpa and the communities did the constructed the building for the radio.

The Voice of the Community, reaches 56 communities with a population of approximately 33 000. The radio keeps people informed about on-going policy processes and political debates. However, due to the polarised politics in the country, it does not allow promotion of party politics. The radio also contributes to the sustainability of the organisation, as it shares information

about the work MCN Matagalpa does on violence against women, natural disasters, political training, and sexual and reproductive health. People get interested and are invited to meetings and mobilisations. The radio has improved communication between the communities and functions as a source for news and information sharing. In fact, community events have proliferated.

People share complaints on the radio, such as holes in the road or lack of services, and claim their rights. As a result, local authorities pay more attention to the communities.

The radio has been a wonderful training ground. Before establishing the radio, nobody knew how to use a microphone. Now there is a team of four voluntary radio presenters, three women and a man, who are also members of the Board of Directors of the radio. The radio pays for its expenses by selling airspace to churches and the municipality, advertisements and organise raffles, bazars and youth parties.

Movimiento Comunal Nicaragüense Matagalpa (MCN Matagalpa) was established in 1993, and is a regional grassroots organization with 5.000 members (3.500 women). It provides training on organisational and political training to members and local leaders, and mobilise people on issues like defending natural resources and violence against women. Cooperation with NPA started in 2003.

RWANDA

Indigenous people achieve a more inclusive government policy

The indigenous people Batwa, commonly known as potters, are among the poorest people in Rwanda and have been historically discriminated against. Organising and advocacy work contributed to including Batwa people in the government's poverty reduction programme targeting the poorest citizens.

The government's poverty reduction programme is supposed to identify the poorest of the poor and provide them with free health care, the "One Cow Per Poor Family" programme, and employment on e.g. road works and construction of bridges and government buildings. The Batwa lack land for agricultural farming and clean water, they suffer from inadequate housing, poor access to education and health services, low representation in public policy processes, discrimination in receiving public services and prevalent gender based violence. However, despite the Batwa's significant poverty challenges, the poverty reduction programme did not identify them as a vulnerable group.

In 2016, NPA's partner COPORWA (Community of Potters of Rwanda) initiated an advocacy campaign to make the government acknowledge the situation of the Batwa. They conducted five days of training on understanding policy and conducting advocacy for 60 representatives of the community (30 men and 30 women). They continued to train them on how to collect relevant information, identify and prioritise policy implementation gaps and create awareness in their communities.

COPORWA also brought district level government representatives to the community for them to meet the Batwa and to see and experience the reality they live in. Leaders need to hear from the people themselves and evaluate the magnitude of the problem to take action. This created empathy on the part of the government representatives and led them to act quickly. As a result, the district authorities revised the classification of 375 families so that they could benefit from the poverty reduction programme.

NPA supported COPORWA with **NOK 394 344** to activities related to the result, including training, organising meetings, transporting local authorities, and hiring venues.

The immediate result of the project is that 375 extremely poor indigenous Batwa families were included in the government's poverty reduction programmes. They are now entitled to free health care, a cow, inclusion in job creation projects, and subsidies for elderly people.

The cost of the initiative was low, but the benefit was significant for the 375 families. COPORWA expects that this result will reach more beneficiaries, as government leaders have been encouraged to be mindful of this category of citizens and involve them in government programmes.

The result was also a victory for Batwa people more generally, as it served to build their confidence to engage with authorities and advocate for their rights. COPORWA is the only civil society organisation that advocates for the wellbeing of the Batwa. The President nominates senators who are vocal and influential in their constituency to be a mediator between the people and government. The government's selection of a senator from COPORWA is an acknowledgment of their efforts.

COPORWA (Community of Potters of Rwanda) was established by Batwa indigenous people in 1995 to advocate for better living conditions and improved service delivery for their constituency. Their aim is to fight discrimination and marginalisation of the Batwa, and to ensure that their socio-economic, political, civic and cultural rights are respected and equal to other citizens.

Sources:

The evidence gained and feedback from local authorities was discussed in radio programmes (Radio 10). NPA does not have access to District authorities internal decision making documents regarding these families' inclusion in an existing programme.

3.3 Intermediate outcome 2: Popular organisations are more effective in organising people who have a common cause.

Organising people with a common cause is a core element in all NPA programmes. There are, among NPA partners, popular organisations as well as NGOs that have a membership base. “Being many” or “representing many” can be an important source of power for an organisation that seeks to change conditions in the community or in the country, and this is why NPA has a goal to support the organisations to increase their memberships or constituencies.

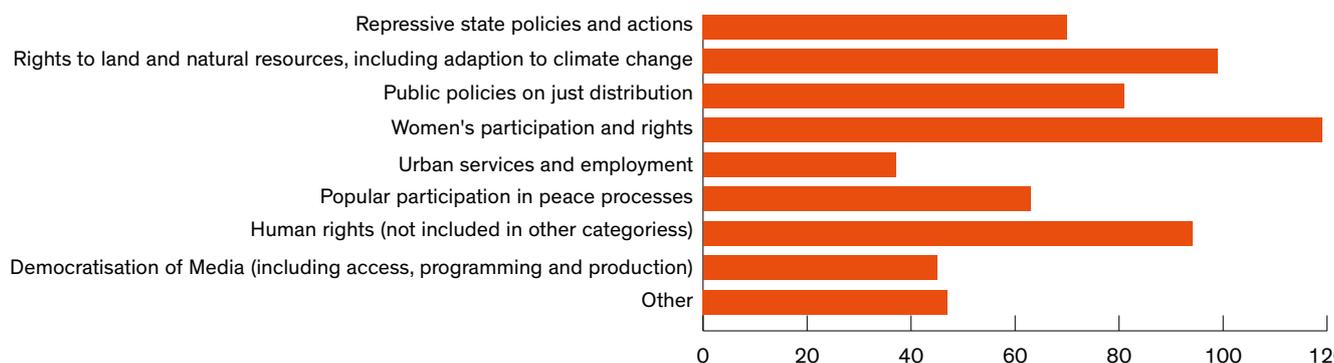
With respect to the targets set on the indicators for this outcome, the number of partners with political training programmes has exceeded the target with 86 partners (target 70). However, the number of partners with more than 10% increase in membership is less than expected with 15 partners (target 50).

We do find dialogues with partners about who and how many they represent, as well as about their power base, fruitful. However, counting members has turned out to be more complicated than expected. Many organisations do not have a membership register or do not count individual members. Many organisations are “territorial” organisations, for instance communities who identify as indigenous people. These organisations may grow because the number of habitants increase, but the organisations are not actively looking to increase their number of members. This is the case with the large indigenous peasant organisations in Bolivia. In Santa Cruz Department, the number of members increased because

people moved to the communities in search for land. However, the members that are formally registered, and reflected in the NPA partner profiles, are the active leaders. The number of people that participate and identify themselves as part of the organisations is much higher.

Some organisations do not have a goal to increase their membership. Rwanda reports that while partners are open to new membership, they do not actively pursue it. If they receive applications, these are reviewed and approved annually by the General Assembly. In many cases, the organisations are careful due to the political situation, as for example in Palestine where partners have very strict criteria to add new members as a preventive measure from domination by political parties.

Some partner organisations have grown through expanding local branches or involving new communities, fewer through recruitment of individual members among the public in general. One indication of the outreach of the organisations is the number of local groups. In sum, NPA partners within the Cooperation Agreement have more than 30.000 local groups, the majority of these are within the large popular organisations in Latin America, particularly in Bolivia. NPA direct support does only reach a part of these local groups. In El Salvador, FECORA, member of CONFRAS (Confederation of Cooperatives for Agrarian Reform), increased its membership from 8 to 12 cooperatives, thus incorporating 240 rural working families in the Federation. The affiliation of existing cooperatives and the creation of new cooperatives of young people and women is FECORA's principal goal. They carried out a mapping of the cooperatives in the area (50 cooperatives were identified) and conducted



This graph shows types of issues partners work with

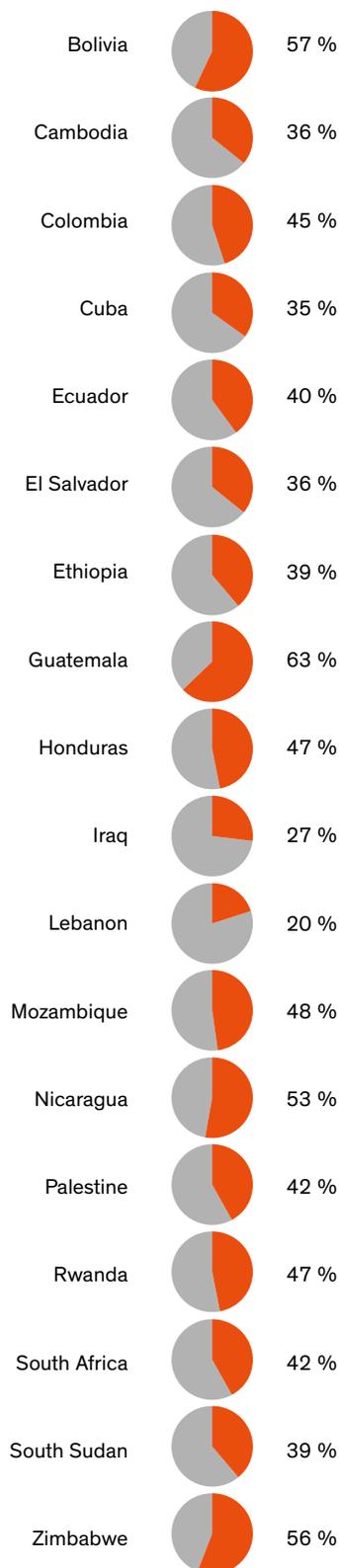
meetings in each cooperative to motivate their affiliation to the Federation. Similarly, in Palestine, six new farmers committees were established in Nablus and Jenin. This brings the total number up to 1.045 members in all farmers and fishermen committees, of whom 266 are women. The number of committees is now 70.

In Palestine, UAWC (Union of Agriculture Workers Committees) resumed its support to the farmers in the Access Restricted Area in Gaza and Area C in the West Bank, and supported the fishermen's struggle for democratic representation in the Syndicate (see result example).

A total of 15 partners report to have increased their membership with more than 10% from 2015 to 2016. Others report they have started work to engage more members. Some partners have established or are in the process of improving their member register as a result of dialogues with NPA. This is the case of the small farmers' organisation, UNAC, in Mozambique and the slum dweller organisation, Abahlali, in South Africa. Abahlali increased from 17 000 members in 2015 to 20.490 in 2016. At the same time, Abahlali branches have increased from 27 to 38. The movement has expanded from one province, Kwazulu Natal, to three with Gauteng and Eastern Cape. NPA partner TCOE's (Trust for Community Outreach and Education) member organisation CSAAWU, which organises farm workers, has increased from 2.500 members in 2015 to 3.100 in 2016. In Guatemala, three partners did expand their work to new areas, but the process of integrating new members is slow, also due to the risk of repercussions involved in joining organisations struggling for indigenous peoples' and peasants' rights.

Political training has been used as a tool to make organising for a common cause more effective and to recruit members. Several country programmes mention political training as one of the most important activities to strengthen the organisations. Political training contributes to building organisational, technical and political skills, but also to motivate members and to develop unity and purpose.

In 2016, 86 out of 141 partner organisations report that they have political training programmes, for their members and constituencies. The training programmes vary in form and length, according to the needs of the particular organisation and the political agenda in a given context, but nearly 30.000 people received some form of political training during 2016. An interesting observation is



Share of women at the board of partner organisations (average per country).

more than half of these were women, showing the emphasis put on involving more women in the organisations and on women's participation (see result example p. 28).

In a population where basic education is short and limited, political training is essential to learn how the societal structures function, where political and economic power lies, how decisions are taken and by who, and what opportunities that are available to exert influence.

For instance, in Colombia, ONIC's (National Organisations of Indigenous People in Colombia) training programme also emphasises the history of indigenous peoples', including their history of resistance, indigenous culture and worldview, relevant national laws and international conventions. The length and depth of the trainings vary, from two- to three-day long workshops on a given topic to in depth organisational and leadership trainings that run over a year or two. ONIC organised a regional exchange seminar on political training programmes, in Tolima, Colombia, with participation from five other indigenous peoples' partners in Ecuador and Bolivia.

In Honduras, Bolivia and El Salvador, where the elite dominates mainstream media, partners organise training in community radio broadcasting; a combination of technical, political and programmatic training to develop programmes that are relevant for their constituencies and communities.

In Bolivia, partners underline that for political training to be relevant it must strengthen the organisations' leadership and accompany its priorities. For instance, in relation to the new agrarian policy decrees on decentralisation of public funds, FSUTCC training programme is being analysed and reformed to strengthen local organisations' capacity in municipal economic planning. In addition, the change process in Bolivia over the past decade has caused an excessive turnover of leaders in the organisations as they have taken positions in governmental institutions and structures. Leadership training is a priority both to renew leadership within the organisations, and to strengthen popular representation in decision-making processes, including local, municipal, departmental and national councils and governments.

South Africa and Rwanda conducted Women Can Do It trainings in 2016. In South Africa, the training engaged women participating within a partner organisation, Abahlali, representing urban slum dwellers. The feedback from women participants is overwhelmingly good; they feel more capable of participating and contributing to organising slum dwellers. In Rwanda, Profemmes Twese Hamwe train women in four districts on leadership skills, public speaking, and domination techniques, with an aim to increase women representation and participation in decision-making processes.

In December 2016, NPA Head Office initiated a mapping among NPA external offices (EOs) with experiences of or plans for Women Can Do It in their country programmes, to identify lessons learnt and recommendations.

GUATEMALA

Maya women take leadership

After participating in political training, Maya indigenous women have taken up leadership positions in their communities.

The Sololá department in south-western Guatemala has a high ethnic and sociocultural diversity, with a population predominantly consisting of different Maya indigenous peoples. Sololá has the highest poverty rates in the country. The indigenous population accounts for 85% of the poverty, and indigenous women are hardest hit. Women in Sololá are excluded from local and municipal decision-making forums and organisations. Of the 19 mayors elected in 2016, not one is female. Men dominate the executive positions in the Community Councils for Urban and Rural Development (COCODE), as well as in local councils on village level and at hamlet level.

The exclusion many women experience, leads them to believe they do not have rights, and that they cannot organise themselves and assume political duties.

COINDI (Cooperación Indígena para el Desarrollo Integral) organises an eight-module certification programme (two- or three-day workshops), mainly for Maya women, on local and community leadership, gender equity, women's rights (in legal and socio-cultural terms), and community development. Every three months they organise community round tables with both men and women to supplement the training. Here they discuss the role of women, how to increase women's participation in local decision-making forums, and community strategies for local development. Afterwards, similar discussion forums are organised in the communities, facilitated by the trained women. During the past two years (2015-2016), 1.396 women from 17 rural communities in six municipalities in Sololá department participated in the training programme (658 in 2016).

NPA contributed with **NOK 94 000** to COINDI that was used on this result. It builds on efforts in 2015, when NPA contributed with **NOK 111 400**.

Ninty of the women trained in the past two years (45 in 2016) now hold leadership positions in community or municipal organisations. The most noteworthy are executive board members of the Community Councils for Urban and Rural Development (COCODE), Municipal Development Councils (COMUDE), and the Women's Committees in the Women's Municipal Office of Sololá. Some are also involved in the work and training of Indigenous Women's Network, which brings together women from four departments.

The participation of women, especially indigenous women, is important because it aims to change the patriarchal structures that subjugate, exclude and render women invisible. When women take on political duties and roles, it is not only their own attitudes that change, but the culture of exclusion itself. More women follow the examples of these women and the model of community participation undergoes changes that are positive also for men, youth, and children.

COINDI (Cooperación Indígena para el Desarrollo Integral), was established in 1986 by community leaders in Sololá to promote organisation and coordination between the different villages. The organisation works for women's and indigenous peoples' rights and trains women and youth as community leaders in Sololá. NPA has co-operated with COINDI since 2004.

Sources:

COINDI - Cooperación Indígena para el Desarrollo Integral website <http://asocoindi.wix.com>

PALESTINE

Fishermen and workers elect their own representatives

The General Syndicate of Marine Fishers (the Syndicate), for fishermen and labour related to the industry (answering to the Ministry of Labour), lacked democratic procedures and fair elections. After years of organising and lobbying by the UAWC Fishermen Committees, the Syndicate held fair elections, is more accountable to the fishermen, and contributes to fair distribution of resources.

The Israeli Occupation policies and the siege hit the fishing sector in the Gaza Strip hard, and most of the fishermen depend on external aid. Until 2016, a fisherman had to be a member of the Syndicate to get a license for fishing. The Syndicate also distributes a large portion of the aid available from UN-agencies and foreign donors. However, the Syndicate did not hold transparent elections to their board, and reports and budgets were not made public. The navy forces of the de facto authorities in Gaza monitored the last election of the Syndicate, in 2011, preventing attendants from voicing their criticism.

NPA cooperated with the General Syndicate of Marine Fishers in the period 2004-2011, to support the livelihood of fishermen. However, many fishermen contacted NPA and expressed their frustration about the lack of transparency when it came to selection of beneficiaries and elections to the board. During 2010, NPA began its partnership with the Union of Agricultural Works Committees (UAWC). UAWC established five fishermen committees, with five fishermen in each, per governorate in Gaza, and trained them in union work and representation. There are currently 2.100 registered fishermen in Gaza, compared to approximately 10.000 in 2000. An additional 500 people work in fishing-related industries.

In the last quarter of 2015, the fishermen committees raised 1860 signatures in a petition demanding that the Syndicate hold elections. UAWC backed the Fishermen Committees' demand and consulted with Democracy and Workers' Rights Center (DWRC), another NPA partner, who actively challenged the authorities to put pressure on the Syndicate. In May 2016, the Ministry of Justice (MoJ) issued a warrant to the Syndicate, ordering them to hold elections and present the administrative and annual financial reports to the Ministry of Labour.

Since the start of the project with fishermen committees in 2010 until the end of 2016, UAWC spent about **NOK 1 020 000** to achieve this result. The estimated amount includes all costs associated with trainings, salaries of project team, meetings, campaigns and small grants and studies. NPA was the sole source of UAWC funding for the support to the fishermen committees.

In January 2017, the Syndicate held elections and openly published their reports and budgets. Out of the 11 elected board members, five are members of the Fishermen Committees. They will monitor the Syndicate's performance and encourage a fair distribution of the aid to the fishermen in need. This result is considered a lesson for other unions who lack fair representation and transparent procedures.

Union of Agricultural Work Committees (UAWC) was established in 1986 by a group of volunteers and agricultural engineers to fight the Israeli occupation policies of confiscating land and limiting access to water, destroying the infrastructure of Palestinian agriculture. They established agriculture and fishermen committees in the West Bank and Gaza Strip. Their aim is to maintain an agricultural society in a sovereign independent Palestine without discrimination.

Sources:

Announcement calling for the election, signed petition by fishermen calling for elections, photos and news in local news websites, the warning issued by the Ministry of Justice to the Fishermen Syndicate are available at NPA.

HONDURAS

Peasants develop their own community radio

Peasants and farm workers struggling to regain their land, suffer constant pressure from landowners and the state. They decided to set up a community radio to provide alternative information to the local community to counter mainstream media's one-sided coverage.

In Honduras, a small elite controls mainstream media. Hence, it represents their views, and focuses on sensation journalism and entertainment, rather than relevant public information and political analysis. The repression of media opposing the regime, including community radios, has resulted in a systematic disappearance of critical media. Social organisations, like CNTC (National Headquarters for Rural Workers), that have sought alternative channels to communicate their struggles have been repressed. The government has in recent years arrested and charged approximately 120 of CNTC's leaders and members.

CNTC debated the possibility of starting their own community radio for at least two years. Their organisational statutes required a unanimous decision, so it was important to have a broad (but slow) consultation process with the grass-roots, to achieve consensus and long-term organisational commitments.

The Lastiri Collective, an organisation devoted to alternative grassroots and community communication, accompanied their process. They, funded by NPA, organise training, give technical support, coordinate activities between the different community radios, and support the struggle for a more democratic access to media in the country.

Norwegian People's Aid has contributed with **NOK 219 659** to CNTC in 2016, to cover technical assistance, institutional support, training and meetings with members and allied organisations. Of the core funding, approx. **NOK 27 500** has been spent on this particular project. CNTC members have raised **NOK 8 600** for the radio.

In 2016, the general assembly decided to set up a community radio in the zone of Potrerillos Cortés, in the north of Honduras. The decision was unanimous. The CNTC assembly appointed fifteen members to be in charge of developing the radio. They are currently undergoing political training on what a radio is, what role it can play and how it functions, as well as the right to

communication and free speech. They get technical training on how to use the radio equipment and communitarian communication techniques such as popular journalism, interviews, and presentation of news.

CNTC members organised fund-raising for the radio project through raffles, community sales, and donation campaigns, something they had never done before. This created a climate of solidarity and they rapidly had enough to buy equipment and a building for the radio.

CNTC wants a radio that can contribute to building awareness on land rights, and other relevant issues, and to strengthening community identity. The idea is also to build solidarity between communities in conflict zones by sharing experiences, learning from each other, and coordinate joint actions.

National Rural Workers Federation (CNTC), founded in 1985, fights for its members' land rights and for improved conditions for small-scale farming. NPA supports the regional branch in El Progreso, which gathers 42 organised peasant groups with approx. 5.600 beneficiaries. Many of the local groups represent communities that have lost their land, or are under threat of losing their land, due to extractive industries and/or agro-business.

Sources:

The Facebook page of CNTC in Progreso shows pictures, activities and information about the radio: <https://www.facebook.com/cntc.progreso?fref=ts>

SOUTH SUDAN

Community grain banks prevent hunger

The 2016 lean season (hunger period), was the most severe in South Sudan since its independence. As a response, NPA facilitated the establishment of community-managed grain banks where 150 vulnerable households could buy sorghum (grain) at a cheaper price than the market.

Unlike natural disasters, which can be unpredictable, or droughts, which can be variable, the lean season is frighteningly regular and occurs between May and August every year. This is when food from the previous year's harvest has run out, and the next one is not yet ready. Commercial traders exploit the food shortages and increase prices, making it difficult for vulnerable households to access food. They are forced to borrow from moneylenders, sell their assets, or work on other people's farms. These coping strategies increase poor households' vulnerability to food insecurity all-year round. Therefore, the community proposed a community managed grain bank.

The Domoloto community grain bank was initiated within NPA's Disaster Risk Reduction (DRR) project. The grain banks' main objective is to guarantee the most vulnerable households' access to affordable grain. They buy grain after the harvest and sell the same grain to the community during the lean season at a lower price than the markets.

Local authorities (Payam) and NPA established a DRR committee, with members from the local authority, male and female farmers, youth, church representatives and chiefs, to oversee the implementation of the Community Grain Bank. NPA provided organizational training, including support to elect executive members and develop by-laws, as well as basic financial and business management skills, and post-harvest and storage techniques. The group also received a small grant of SSP 15,000 (NOK 1808) to buy sorghum.

NPA spent approximately **NOK 170 000** on the Community grain banks, including training and small grants.

In January 2016, the peak harvest for long-term sorghum (grain), the Domoloto group procured and stored 1500 kg sorghum. When the hunger season peaked in July-August, they sold cheaper sorghum to 150 vulnerable households (120 female headed). Without the Community grain bank initiative, it is likely these households would have faced severe hunger and required emergency food assistance. The Community grain bank earned SSP 18,000 (NOK 2,169) from their 2016 sales. By December 2016, they had used their income to procure 720 kg sorghum, to sell during the 2017 hunger gap. This is a cost-effective response compared to in-kind food assistance. To provide 150 vulnerable households with World Food Program sorghum would cost US\$ \$48,000, in addition to logistical expenses. Community grain banks cost less, are more sustainable and build community resilience.

The Domoloto community grain bank consists of 100 smallholder farmers (69 female), and is one of five Community Based DRR projects currently supported by NPA. NPA will continue to provide training, and if they increase the tonnage of grain significantly, they will receive support to construct improved storage facilities.

Source:

Records of purchase of sorghum. List of beneficiary households who bought sorghum from the community cereal banks in the 2016 hunger gap period, actual cereal bank, records of Domoloto group meetings, interview with sampled beneficiary households.

ECUADOR

Partners reconstruct after the earthquake

Nearly 100 families from 24 communities in southern rural Esmeraldas have rebuilt their homes.

The 7.8 earthquake that hit the northern Coast of Ecuador on April 16, 2016, is the hardest natural disaster Ecuador has faced in the last 40 years. It had devastating consequences: 700 people died, 30 000 people needed temporary shelters and there was an economic loss estimated at 3% of GDP. Many rural families lost their timber homes in southern Esmeraldas. The affected cities and townships received most of the State's emergency assistance, while rural communities were abandoned. UOCE's 24 communities needed much emergency relief as well as guidance and organizing to start coping with the consequences of the earthquake.

After the earthquake, UOCE met to discuss and decide what to do. Eighty young students from UOCE's political training school "Justina Quiñonez" received training in first aid skills, compost and water filter making, surveying and other practical abilities needed for the first phase of the emergency. The students formed 19 emergency brigades that went to the communities to deliver food and water, and to collect data. They identified 458 houses as collapsed or seriously damaged. They also mapped family compositions, such as number of elders, children and disable people.

UOCE also built 99 provisional extended family shelters, 13 provisional school classrooms and 10 community shelters, helping over 2 500 people. They also trained women to prevent sexual abuse for women and children in the shelters. In May, government representatives visited the shelter in the community of San Francisco. They were impressed that they requested an "architectural plan" and training on how to run a collective shelter, for State officials to replicate it in other affected communities.

Once the emergency phase ended, UOCE had to resolve the long-term housing shortage and the communities' agricultural requirements. Volunteers' architects assisted UOCE develop an earthquake resistant model house using a new foundation covered with rubber wheels and steel reinforcement. With the help from five communities and the students, UOCE built three "prototype" houses in three communities for people to see them first hand. Now nearly 100 families from 24 communities in southern rural Esmeraldas have rebuilt their homes.

The earthquake changed rural peoples' lives. UOCE was instrumental in convincing people to work collectively to address their predicament in a short time as possible.

NORAD overall UOCE funding in 2016 is **NOK 481 400**. Part of the NORAD funding used in house reconstruction was **NOK 74 700**.

NPA's partner, UOCE (Union of Peasant Organizations of Esmeraldas), is a people's organization, established in 1978, to struggle for land reform, road access and social development. UOCE gathers 14 grassroots organizations in the province of Esmeraldas, representing 3 000 small-scale farmers (48 % men).

Source:

7th Emergency bulletin, UOCE.

ETHIOPIA

Menja group gain access to natural resources and the community

The MELCA project approached Sheka zone administration and requested that the constitutional rights of access to natural resources for the marginalized Menja community be respected.

Menja is a marginalized group in Sheka zone (Southern Nations and Nationalities Region), socially and economically excluded from the larger ethnic group of the Shekachos. They consider the Menjas backward and unclean because they eat porcupines, hedgehogs and other wild animals. Local authorities have systematically denied or ignored their right to access natural resources and basic social services. The result is that they have lived deep in the forest, excluded from the local communities, and become dependent on forest products. The main Menja forest products include firewood and charcoal production, which challenges forest conservation in the Sheka zone. One of the consequences is that the Sheka forest decreased from 71% in 2005 to 45% in 2016.

MELCA's approach is to support development projects to reduce possible negative impacts on the natural environment and improve local livelihood. MELCA creates and strengthens sustainable income generating activities for the local communities, including developing home gardening and saving credit projects, supporting beekeepers and women spice's cooperatives, and a youth entrepreneurship-training program.

MELCA organized community members from Menja and other ethnic groups into cooperatives and provided them with training on constitutional rights regarding access to natural resources. They organized the cooperatives as ethnic units; separating Menja cooperatives from cooperatives of the other ethnic groups in the area. However, they brought together the cooperatives for the training sessions and market events, intending to foster interaction and mutual awareness of the importance of access to natural resources. The project tried to reduce the high forest dependency of the Menja community by integrating them with the rest of the community and diversifying their means of livelihoods by engaging them in marketable agricultural activities.

In 2016, MELCA received **NOK 882 368** from NPA. Of these funds, **NOK 362 583** went to 24 cooperatives in two project districts. 12 of these cooperatives are part of the Menja project.

Because of the programme, Menjas have now started diversifying their income generating activities, such as beekeeping and vegetable production, and are no longer fully dependent on charcoal production and hunting and gathering in the forest.

Menjas used to have serious problems at the market with other communities shunning any goods or services touched by a Menja. According to MELCA, this type of exclusion is a thing of the past. The Menja goods and services are now fully accepted in the markets, to the extent that traders even travel to Menja communities to purchase their agricultural products.

The integration of Menja communities with other communities is also significant. The Menjas are now invited to different government and community meetings and consultations and to participate in "debo" (local supportive institutions/self-help groups). They are no longer excluded in restaurants, kiosks, public markets and service provision locations. The Menjas now access formal education, family planning and sanitation/hygiene services, and government service providers, including development agents and health extension workers, now provide services to them without discrimination.

MELCA (Movement for Ecological Learning and Community Action), established in 2004, is a membership based association. MELCA's vision is to build a bridge between the misconceptions about local people and culture, promoting a better understanding and appreciation of traditional ecological knowledge. The geographic focus is in four forest areas of Ethiopia. The main thematic areas of activity are environmental governance, children and youth empowerment, agro-ecology and livelihood diversification activities.

Source:

A documentary film produced by European Union documents the project. The film is available at the NPA Ethiopia office in Addis Abeba.

3.4 Project implementation according to plans

NPA implemented the programme according to plan. Due to the late signing of the new cooperation agreement, there were some delays, but no substantial changes. Country programmes caught up most of the delays in 2016, and will catch up the remaining during 2017.

Many of the programme countries are fragile and politically unstable, and some are prone to natural disasters. Some countries have dysfunctional and/or oppressive regimes resulting in little or diminishing space for civil society, others experience long-term political and/or military conflict and some experience humanitarian crisis.

NPA's goal is to influence democratic processes in programme countries by strengthening partners' capacity to challenge authorities. The political agenda is difficult to predict, and in some countries, the political agenda might change suddenly. Hence, NPA's partners operate in contexts that require flexibility to adapt. Therefore, NPA must also have a flexible approach to be able to adapt to challenging contexts, changing agendas and partners' shifting needs.

In many countries where NPA has programmes, foreign NGOs are under constant pressure to have their operational permits withdrawn, or not renewed. NPA deals with these challenges according to the specific situation.

Many countries where NPA is present are prone to corruption, and several partners have weak management systems, hence financial mismanagement is a continuous risk. Therefore, financial assessment and technical financial support are important aspects of NPA's cooperation with our partners.

During 2016 NPA reported four cases to Norad as a result of suspected mismanagement and/or corruption. Of these two have resulted in termination of further cooperation with the partner in question and in one case NPA continued the partnership with action plans for strengthening administrative procedures and internal control. One case is pending closure.

3.5 Project's cost efficiency

NPA is working in cooperation with partners and aim to channel most of the funds directly to our cooperating partners. At the same time, we need to have systems in place to secure that funds are spent according to our own regulations, Norad's terms and conditions and financial regulations, and to make sure we choose the partners that have most potential to influence and drive change.

Our aim is that a minimum of 60 % of the project costs are transferred directly to our cooperating partners. In 2016, we have fulfilled this aim, with the only exceptions being South Sudan and the global project "Partnership to Influence Democratisation" (PID), as Norad already has been informed. The accounts for 2016 show that NPA in total transferred 52 % of the project costs as direct partner transfers, and this share increases to 63 % if South-Sudan and PID are excluded. As explained in the section on deviations from approved budget, the low percentages in these two programmes are partly due to the late start up of activities in 2016. In the case for South Sudan, it is also due to partners not having sufficient financial capacity. Due to the nature of the programme, PID was not expected to have a high transfer to partners. It must also be taken into account when reviewing these numbers, that NPA provides direct support to partners in addition to the funds transferred. This includes cooperation and direct support to networking and international advocacy, and methodological and political support.

With the constraints we had in 2016 due to the late start-up, we conclude that we are well on track to fulfil our goals for this aspect of the NPA portfolio.

4. Other Issues

4.1 Cross-cutting issues

NPA has put considerable efforts in promoting gender awareness, gender equality and in combating violence against women. This is reflected in that gender equality is a dimension and a goal promoted by NPA in all partner relations, and that most partners have women representation in their leadership. Out of 17 country programmes, 14 contribute to enhance women's influence on politics. At the same time, we see the importance of constantly reinforcing gender perspective in our partner cooperation, if not, institutional knowledge and awareness is lost. One of the key elements to secure this is a proper introduction of new colleagues to NPA gender policy and methods, as well as keeping it vibrant among staff involved in program work. For this purpose, NPA will revise and update our gender policy in 2017.

One of the indicators in the result framework is number of female board members in our partner organisations. In some countries the number of female board members exceed number of men, e.g. Bolivia (75 out of 131) and Zimbabwe (58 out of 104). The fact that some key partners are women's organisations partly explain this. In Iraq, the number is 11 out of 41, which indicates that women's participation in civil society is no higher than in public elected bodies. We consider it a useful indicator as it sets some standards and provides an indication of tendencies.

Our programmes have multiple angles and methods to counteract discrimination and assure a gender perspective. For example in Zimbabwe, Women and Land challenges patriarchal norms that deprive rural women's rights to land use and ownership. ZCIEA (Zimbabwe Chamber of Informal Economy Association) promotes rights of people living with disability to own market stalls in and around cities and towns. Women and Law in Southern Africa uses the new Constitution to promote gender equality and women's rights. The combination of political training and challenging policies and laws that discriminate women's ownership of land and property, is explicit in country programmes like Zimbabwe, Mozambique and Bolivia. In most country programmes, partners challenge existing patriarchal norms at different levels, from its own organisation or community, to local and national laws and policy makers. A general prevailing tendency is that discrimination on ethnic, minority and gender basis often goes together. Nevertheless, in a country like Guatemala, with historical discrimination against indigenous women, it is interesting to see that there is actually a majority of women in the boards of

partner organisations. Six programmes had Women Can Do It programmes (WCDI) in 2016.

On *environment and climate change*, there are some interesting examples of partners integrating different challenges. In Ethiopia partners promote awareness on climate change, environmental issues, and women's roles in the management of natural resources through mobilizing school environmental clubs and facilitating community dialogue sessions. To reduce vulnerability to climate change, the programme incorporated various soil and water conservation schemes, including roof and cistern underground water harvesting, physical conservation schemes and introductions of drought resistant fodder seeds. In South Sudan, The Community Based Disaster Risk Reduction (CBDRR) project links climate change with disaster risk reduction and food security and livelihoods in Lakes State. CBDRR focuses on reducing communities' risk to frequent flooding, erratic rainfall and slow-onset environmental degradation and drought, as well as building resilience through adaptation strategies, early warning systems and disaster preparedness. The lack of water is also present in the agendas of some partners. For instance in Bolivia, which was faced with the most serious water shortage in 25 years, affecting agriculture and livestock farming and access to drinking water, partners presented proposals on water and the climate crisis to authorities.

In Honduras, MADJ (Movimiento Amplio de Dignidad y Justicia), formed by young lawyers to fight corruption, supports communities that defend natural resources, a struggle that frequently leads partners and communities into persecution and violation of their Human Rights. MADJ provided Berta Caceres, the leader of another NPA partner, with legal support and protection when she was killed on March 2nd 2016. The threats and persecution of leaders who engage in human rights, women's rights and the defence of natural resources is an increasing challenge in many countries and involve crosscutting challenges. It is often difficult to engage the international community in these issues, sometimes because of conflicting interests with foreign investments supported by governments.

Corruption is addressed by partners at societal level, within NPA, and in the cooperation between NPA and partners. For instance, in Bolivia, partners presented a proposal in the National Justice Summit to endow the justice system with greater transparency and eliminate corruption. They point out that the poor are the most

affected due to the importance of money in the sentences. In Honduras, MADJ (Movimiento Amplio por Dignidad y Justicia) coordinates local communities, organisations and individuals in the struggle against impunity and corruption.

NPA has a zero-tolerance position against corruption, and works actively to prevent and detect corruption. Respecting the principles of the zero-tolerance mandate, NPA aims at responding to corruption while keeping in mind our broader development objectives and the contexts where we have programmes. All incidents are reacted upon, and action taken in accordance with our policy and regulations, local legislation, and the context and nature of the incident.

NPA's Partner Financial Assessment Tool has sections especially addressing corruption risks and assessment of opportunities for corruption, mainly concerning the partner's administrative structure. The aim is to help NPA and partner identify, monitor, and intervene on vulnerable points. All partner contracts contain a clause stating that the partner is required to have a zero-tolerance policy against corruption and other financial irregularities. NPA therefore conducts anti-corruption trainings for partners. For instance in Iraq, the NPA Finance Department provided training and support to partners on how to internalise and systemise the anti-corruption policy, which had been translated to Kurdish and Arabic. All partners have signed it and most have adapted it into their internal procedures. Similarly, NPA Zimbabwe met with all partners to discuss and share tools on fighting and reporting corruption. As a result, all partners have anti-corruption policies attached to their partnership contracts and several partners have developed their own anti-corruption policies.

NPA has increased the focus on incident reporting routines in recent years. This has resulted in an increased number of cases being reported, which has caused delay in processing the cases. We are "catching up" with the backlog and are better prepared to handle new cases. The anti-corruption work was also a topic at the annual Country Director and Programme Manager meeting in Oslo in September.

4.2 Reviews and evaluations

As 2016 is the first year in the new cooperation agreement period, few evaluations and reviews were carried out. However, Vietnam and Ethiopia were phased

out of the cooperation agreement in 2016, and final programme evaluations carried out. An external review was carried out of the Mozambique programme. In Honduras, an external consultant made a synthesis of partners' views in relation to the search for alternative funding, as the country programme is being phased out of the cooperation agreement in 2017. The programme in Cambodia carried out external evaluations of five partners, and the Palestine programme supported UPWC to carry out an internal evaluation.

VIETNAM: The independent consultant IRC/Ms Pham Thi Thuy Chi, conducted a final external evaluation in relation to NPA phasing out the country programme. The evaluation concluded that the NPA programme in the period has been relevant to the country's current context, and to the partner organisations. Besides financial support, NPA has provided partners with several added values. These include: (i) NPA's priority on flexibility, adaptiveness, and responsiveness, which allows organisations to operate more effectively and build organisational capacity; (ii) NPA's equal focus on progress compared to outcomes; (iii) NPA's encouragement of ownership in providing technical support; and (iv) NPA's value added for organisations in terms of both financial and operational sustainability. The programme enabled partners to be proactive in designing and implementing activities, and in combining resources from NPA and from other donors, contributing to the impacts on the legal environment, the transformation of general public perception of natural resources management and minority rights, and particularly the creation of a civil society space where NGOs can engage in policy advocacy. NPA's support to CSOs, operating on National Resource Management and on the enhancement of the formal and informal space for CSOs, was strategic and enhanced the success of the programme.

The evaluation provided recommendations on the phase out process that will be useful to similar processes in the future. NPA should not phase out when partners are engaged in ongoing legislative processes (p. ex. EITI), but should strengthen the attempt to transfer support to partners to other INGOs, and increase the programme reviews according to changes in the political agenda.

The evaluation has been sent to Norad's evaluation data base: <https://www.norad.no/om-bistand/publikasjon/ngo-evaluations/2016/the-vietnam-development-programme-2012-2015-of-norwegian-peoples-aid.-final-evaluation/>

ETHIOPIA: As the NPA is closing its Norad funded programme in Ethiopia, a final external evaluation was done of the programme by D.A.Y Eco Economy Service PLC. The programme included ten partners and the following thematic areas: natural resource management, livelihoods, gender based violence and women empowerment.

The main conclusion of the report is that the programme design and implementation has enabled partners to play a role in society and to reach tangible results. The programme was relevant given the specific Ethiopian challenges, and reflected a constructive relationship between local authorities, partners and NPA. However, as the programme has not succeeded in generating sustainability for partners, some of their NPA supported projects will suffer when the programme is closed.

The evaluation concludes that the expected outcomes of the programme have had results. Partners' organisational capacity has improved. This manifests itself amongst other in improved administrations, training results and abilities to respond to government and NPA requirements. NPA support has assisted four of the Ethiopian partners to strengthen their ability to defend and manage natural resources and livelihood rights. The partners created cooperatives (currently 265, with a total membership of 75900). These have in turn cooperated with local authorities to secure and defend natural resources and livelihood rights. The evaluation report assesses that the institutions targeted (schools etc.) succeeded in reducing GBV. The reporting/investigation/court case resolution has improved within the relevant authority structures (e.g. police). However, outside the institutions GBV is unfortunately increasing. The number of women organized in self-help groups/income generating activities and access to loans and corresponding saving has increased. Women use these groups as platforms for interaction with local authorities. However, the evaluation report also points out that change processes with regard to gender norms, gender roles and responsibilities need time as they are deeply culturally embedded. The evaluation has been sent to Norad.

MOZAMBIQUE: Norwegian Institute for Urban and Regional Research (NIBR) conducted an external evaluation of the NPA programme in Mozambique. It found that the programme is highly relevant in the current context. Mozambique needs to change its investment and development priorities, which implies to

undertake a redistribution of its national resources related to agriculture, in particular to the family-based smallholder sector. Therefore, advocacy and lobbying on behalf of the rural and peasant population, which is the main objective of the NPA programme, is a key issue in Mozambique. The evaluation recommends that the NPA programme should maintain the same objectives as in the 2012-2015 period; strengthening partners' ability and capacity to contribute to just distribution of power and resources, and to claim their rights when threatened by investors or other people who exploit their land and natural resources. The evaluation has been sent to Norad's evaluation database: <https://www.norad.no/om-bistand/publikasjon/ngo-evaluations/2016/the-mozambique-development-programme-2012-2015-of-norwegian-peoples-aid/>

HONDURAS: An external consultant, Ana Ortega, made a synthesis of partners' views in relation to the search for alternative funding, as the country programme is being phased out of the Cooperation Agreement in 2017. She found that NPA's partners have solid identity and political clarity, and that their commitment to justice and respect for life is expressed in their ongoing activities under risky conditions. All the partners agree that the support of NPA has been fundamental in their progress. The general reduction of financial support puts them in a difficult situation, but the withdrawal of NPA does not have the same consequences for all partners. NPA has facilitated gatherings with partners to analyse and reflect on the effects of the phase-out from the cooperation agreement, identify available and potential resources, and develop alternatives for sustainability. However, they are not ready to abandon their principles, or change, just to obtain financing. Despite the phase-out, partners continue to view NPA as an ally, associate and friend, notable for its solidary and respectful support.

CAMBODIA: NPA has conducted mid-term evaluations of four partners and end-term of one, identifying achievements and providing recommendations to the work of each partner.

PALESTINE: NPA assisted UPWC to carry out internal evaluations of the project activities. The purpose was to address the relevance of the activities and the monitoring tools used in the implementation and to ensure the sustainability.

5. Overview of finances

5.1 Overview of financial situation and expenditure

Table A – Overarching financial overview (amount in NOK 1000)

	(1)	(2)	(3)	(4)	(5)	(6)
	Approved total budget for agreement period 2016-2019	Total expenditure to date (31.12.2016)	Approved budget for reporting year 2016	Total expenditure in reporting year 2016	Deviation (3) - (4)	Deviation % (5) as % of (3)
Project costs – grant recipient*)		8 576	8 846	8 576	271	3,1 %
Project costs – country office, if relevant		53 119	56 458	53 119	3 338	5,9 %
Project costs – regional/multilateral office, if relevant		-	-	-	-	0,0 %
Project costs – local partners		69 496	75 555	69 496	6 060	8,0 %
= Total Project costs	580 839	131 191	140 859	131 191	9 668	6,9 %
minus other external funding	0	0	0	0	0	
= Project costs, basis for calculation of grant recipient's own contribution	580 839	131 191	140 859	131 191	9 668	6,9 %
minus grant recipient's own contribution (min. 10%)	58 084	13 119	14 086	13 119	967	6,9 %
= Norad share of Project costs	522 755	118 072	126 773	118 072	8 702	6,9 %
plus Norad contribution to administrative costs (up to 7%)	37 261	8 887	9 542	8 887	655	6,9 %
= Total Norad grant	560 015	126 959	136 315	126 959	9 357	6,9 %

Table B – Overview of Project expenditure for 2016, distributed by project, country, region and programme/thematic areas

Country/region	Total budget for the reporting year	Total actual project cost	Allocation from Norad including administration grant - budget	NPA own share of funds	Use of Norad's allocation including administration grant	Difference in expenditure compared to allocation from Norad	Difference in expenditure compared to allocation from Norad
South Africa	10 098	9 878	9 152	925	8 952	-199	-2,18 %
Mozambique	6 059	5 237	5 491	490	4 746	-745	-13,56 %
Zimbabwe	10 602	10 593	9 609	992	9 601	-8	-0,09 %
Rwanda	8 079	7 405	7 322	694	6 712	-610	-8,34 %
South Sudan	27 263	23 211	24 710	2 174	21 037	-3 673	-14,86 %
Ethiopia	11 107	11 022	10 067	1 032	9 989	-78	-0,77 %
Africa	73 208	67 345	66 352	6 307	61 038	-5 314	-8,01 %
Palestine	13 632	13 396	12 355	1 255	12 141	-214	-1,73 %
Iraq	9 088	8 187	8 237	767	7 420	-816	-9,91 %
Middle East & North Africa	22 720	21 583	20 592	2 021	19 561	-1 030	-5,00 %
Cambodia	8 078	7 989	7 321	748	7 241	-80	-1,10 %
Vietnam	1 515	1 489	1 373	139	1 349	-23	-1,71 %
Asia	9 593	9 478	8 694	888	8 591	-104	-1,19 %
Bolivia	5 277	5 139	4 783	481	4 657	-126	-2,63 %
Colombia	3 669	3 983	3 325	373	3 610	284	8,55 %
Equador	6 322	6 621	5 730	620	6 001	271	4,73 %
Total South America	15 268	15 742	13 838	1 474	14 268	430	3,11 %
Guatemala	4 326	4 013	3 921	376	3 637	-284	-7,24 %
El Salvador	3 670	3 809	3 326	357	3 452	126	3,79 %
Honduras	3 716	3 712	3 368	348	3 364	-4	-0,12 %
Cuba	4 123	3 620	3 737	339	3 281	-457	-12,22 %
Nicaragua	4 239	3 967	3 842	371	3 595	-247	-6,42 %
Total Central America	20 074	19 119	18 194	1 791	17 329	-865	-4,75 %
Latin- America	35 341	34 861	32 032	3 265	31 596	-435	-1,36 %
Partnership to influence	9 540	6 536	8 646	612	5 924	-2 722	-31,48 %
Cross cutting programs	9 540	6 536	8 646	612	5 924	-2 722	-31,48 %
TOTAL	150 401	139 804	136 315	13 093	126 710	-9 605	-7,05 %

Note 1: Costs are booked as they occur. Grant is recorded as income according to expenditure

*ANND (Arab NGO Network for Development), funded by the PID (Partnership to influence) is the only partner that has not been audited yet.

5.2 Budget deviations

In general, the programmes have been implemented according to the approved budget. For the overall agreement the total deviation from budget is 7,05%. Only three country programmes had deviations above 10%, Mozambique, South Sudan and Cuba. In general, the late signing of the Cooperation Agreement is a contributing factor.

For Mozambique, this is related to under expenditure with one partner (UNAC) due to delays in their membership pilot project, in addition to exchange rate fluctuations.

In the case of South Sudan, the break-out of conflict in July affected the programme's ability to implement as planned. Most partner contracts were signed around September 2016 leaving only four months to implement the activities. A number of new partners, replacing partners that were discontinued after 2015, were recruited and this further hampered start-up of implementation. The financial institutions in the country also faced serious liquidity problems affecting access money in the bank and consequently NPA's ability to timely and in required amount transfer money to the field and partners for project activities implementation.

Major over-expenditures were recorded in the local personnel budget lines, running costs, and audit. These are mainly due to the full implementation of the personnel policy relating to medical insurance for staff, provisions for severance pay, as required by both labour laws and NPA policies, and increases in prices of goods and services because of the rising inflation in the country. Audit fees was particularly high because of the increase in audit fees and the need for NPA to keep a professional audit firm for its independent review and audit of its operations in the country

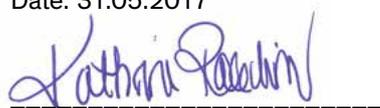
Last year, the exchange rate gave Latin America a gain to redistribute to partners in the last quarter. However, in the case of Cuba we could not transfer more funds to partners because they could not get the required government authorisations in time. Consequently, we reoriented funds to El Salvadorian partners. The reorientation of funds from Cuba to El Salvador also had implications for Cuba's administrative expenses and PRFU, which are proportional of the project cost.

The most substantial deviation is found in the global project "Partnership to influence Democratisation". This is again mostly related to the Cooperation Agreement being signed late, and that the main focus throughout the year was to have the country programmes fulfil their plans for the first year. In addition, the project's main resources were allocated to the work to further develop our results framework and systems. The resources spent on this were mainly internal staff already budgeted on the project, and although time consuming it did not generate much expenditure as only limited external assistance was contracted. Subsequently, the major activities for the global project were not started up before towards the end of the year, such as the cross-cutting evaluation and transfers to partners.

6. Date and attestation

I am authorised to enter into legally binding agreements on behalf of the grant recipient, and attest that to the best of my knowledge and belief the information given in this report is correct.

Date: 31.05.2017



Kathrine Raadim
Director, international Programme Department



Norwegian People's Aid

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