Norwegian People's Aid

FINAL REPORT 2016-2019

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

Content

1. Introduction

Name of grant recipient: **Norwegian People's Aid**
Norad agreement number: **GLO-0613 QZA-15/0443**
Agreement period: **2016-2019**
Reporting year: **2019, Final Report 2016-2019**

Norwegian People's Aid's programme "Partnership for Democratisation and Just Distribution of Resources" addresses the UN Sustainable Developing Goals (SDG) in a crosscutting 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) and 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 NPAs own work and advocacy to SDG 17 (Partnership for the goals).

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 adheres to the fundamental values of the labour movement: Unity, solidarity and human dignity. NPA's values are equal rights for all, irrespective of sex, ethnicity, religion, sexual orientation, disability and social status. «Solidarity in practice» is our vision, and characterises our work and engagement. Our work is based on solidarity, not charity.
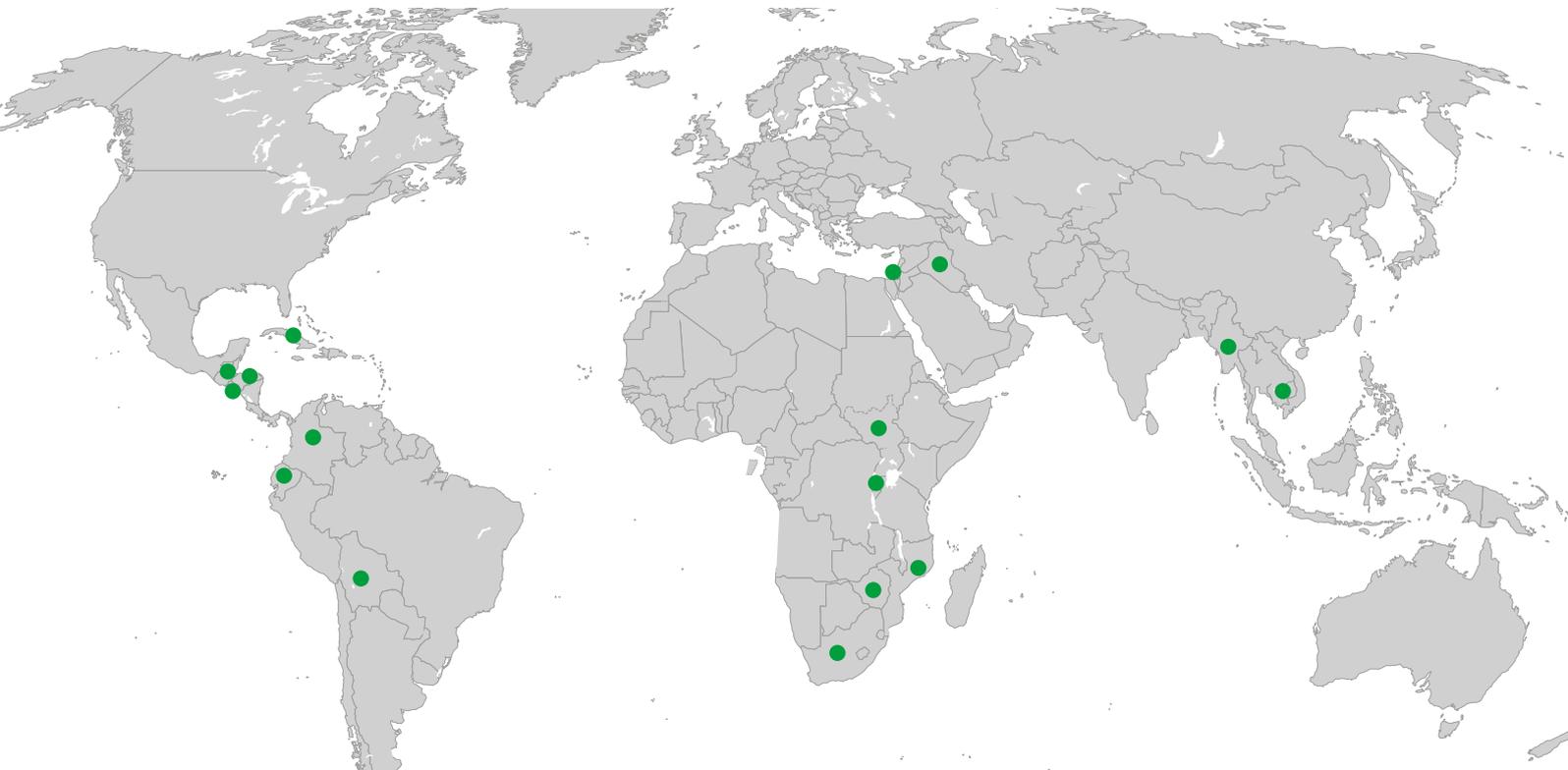
Countries where NPA has programmes that are included in the Cooperation Agreement with Norad: Bolivia, Colombia, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Cambodia, Myanmar, Palestine, Iraq, Rwanda, Mozambique, South Africa, South Sudan and Zimbabwe.

NPA aims to improve people's living conditions and to create societies that are more just and more democratic. Democracy is a value in itself, but NPA firmly believes that popular organising, to enhance and secure peoples' participation in society, to influence policies and decision-making, to challenge power structures, and to set the public agenda, is key to reduce inequality and unfair distribution of resources. 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. Inequality affects marginalised people most, thus our priority is to engage with people's organisations representing marginalised groups, but we also cooperate with civil society organisations, such as NGOs, umbrella organisations and networks, who can contribute to strengthen popular organising, and through complementary methods contribute to achieve reduced economic, political and social inequality.

worsening political crisis and the negative effect on our partners we decided to remain. Hence, in 2019 NPA had programmes in 16 countries.

During the period 2016-2019, Norwegian People's Aid has, through the Cooperation Agreement, supported a total of 195 partners in 17 countries. In 2019, NPA had 151 partners in 16 countries.
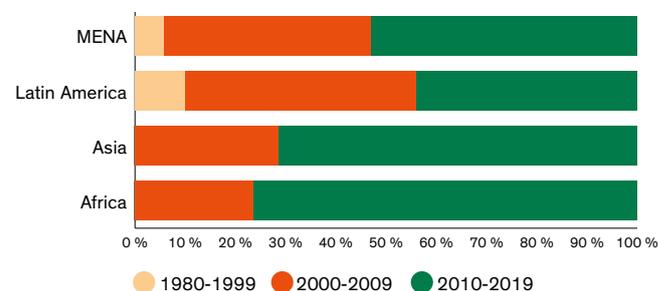
Time period of partnership established – share of total partners by region

Type of partner organisation – share of total partners by region

MENA: Middle East and North Africa
PO: People's organisations
Umbrella: organisations
GO: Government organisations
NGO: Non-Governmental organisations

NPA signed the Cooperation Agreement with Norad for the period 2016-2019 in 2016. The Agreement inclides programmes in 19 countries. Myanmar was included in 2017, Vietnam and Ethiopia were phased out in 2016, and Nicaragua in 2017. Our original plan was to phase out the Honduras programme in 2017, but due to the

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 Final Report 2016-2019 in five chapters. The first chapter is an **Introduction** to NPA and our Civil Society Programme, including a profile of our partners. The second chapter on **Results** is split in five 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, and achieved, to **influence** democracy in their societies. The second section reflects on partners' capacity to **mobilise** around common issues, and the achievements made by demanding implementation of existing laws, or protesting against corrupt authorities and breach of human rights. The third section reflects on partners' capacity to **organise** people with a common cause, and achievements made to strengthen competencies and capacities, making them more democratic and inclusive, and increasing their memberships when relevant. Selected **result examples** provide more in-depth experiences within each of these sections. The fourth section reflects on **Project Implementation**, including a reflection on **risks** and **cost**

efficiency. The fifth section describes NPA's added value. Chapter three, **Other Issues**, includes **cooperation** and **cross-cutting issues**. Chapter four includes **evaluations and reviews**, **lessons learned** and **sustainability**. Chapter five is **Overview Finances**. Finally, an annex lists partner **abbreviations**, their full names and country.

The indicator yearly targets largely relate to number of partners. Hence, when numbers of partners change, yearly targets change. Several country programmes have reduced or increased number of partners during the period, or changed partners initially listed in plans and result framework. For instance, Mozambique added four new partners in 2017 to assess whether these could be more long-term partnerships in the years to come. In South Sudan, youth initiatives increased during the period. Hence, NPA cooperated with 32 partners during the period, rather than the initially planned 15.

Legend:
- Farm Workers
- Indigenous Peoples
- Informal Traders
- Political Activists
- Professionals
- Small Scale Farmers
- Students
- Urban Slum Dwellers
- Women
- Youth
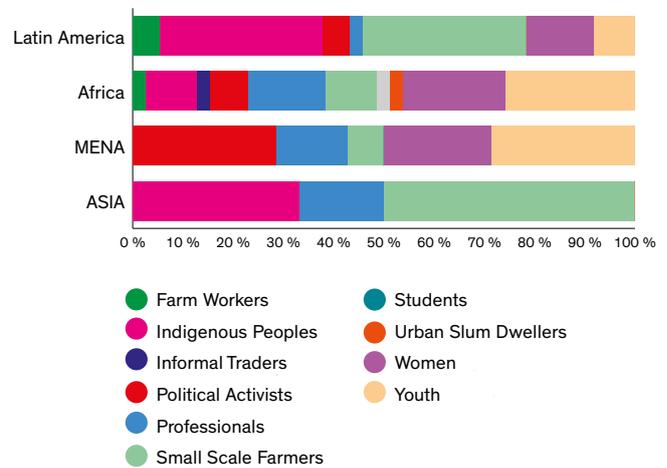
Type of members in partner organisation – share of total partners by region
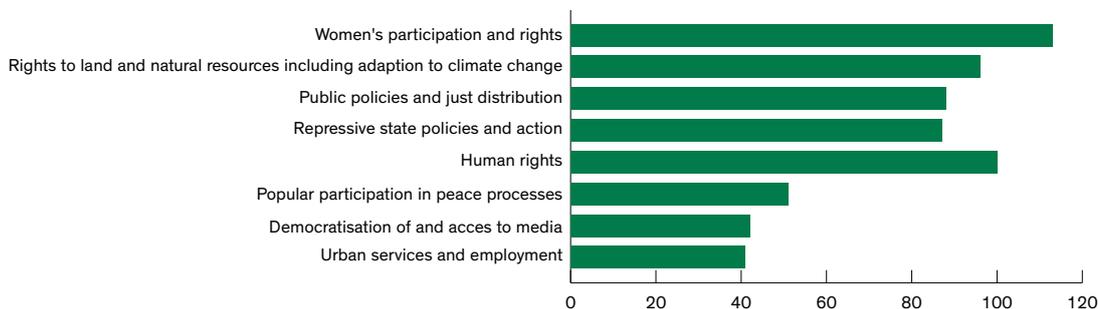
Types of issues partners work with - # of partners that work with each issue (One partner can work with several issues)

2. Results

NPA's overall goal for the period is that civil society organisations influence decision-making for a more just distribution of power and resources. Civil society actors must push for changes in policy, practice and public discourse to convince decision-makers to make changes.

The strategies partners use to influence for a more just distribution of power and resources differ, depending on the context they work in and on the type of organisation they are. They may send policy proposals to decision-makers, often in alliance with other likeminded actors, or mobilise for a specific cause by organising demonstrations, campaigns and media debates. Many do both. However, NPA's assumption is that civil society actors are more effective and sustainable in their efforts to influence if they are organised. Organising has shown to be an effective tool for marginalised people to assert power.

2.1 Outcome:
## Civil society organisations influence political decision-making

In the period 2016-2019, of a total of 195 partners, 113 partners in 16 countries have presented policy proposals to influence policies in their countries, and 95 partners in 16 countries have had their proposals included in policies. Partners in 13 countries have presented 232 law proposals, and in 14 countries partners have worked to stop 160 laws proposed by the authorities.

In 2019, 81 (83) partners in 16 countries have presented policy proposals to influence policies in their countries, and 58 (57) partners in 15 countries have had their proposals included in policies. Partners in 11 countries have presented 78 (57) law proposals, and in 12 countries partners have worked to stop 61 (54) laws proposed by the authorities. A total of 104 (80) partners reported that they have ongoing advocacy cases locally, 102 (98) partners have ongoing advocacy cases nationally, while 53 (54) partners have ongoing advocacy cases internationally.

The majority of the results are slightly higher than targets anticipated for 2019 in the result framework, as indicated in the parenthesis above. The highest deviations are on law proposals presented and on-going cases locally. There are various reasons for the deviations (see details in the result framework), but the most common are that partners are either more active in its influence work, or that the context changed.

Setting targets on political influence is challenging for a number of reasons. 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 measure.

NPA's partners vary according to type of organisation, size, capacities and space to influence. For some, it is an achievement just to present a policy proposal, for others the achievement would be getting decision-makers to accept the proposal. In some countries, the political space is closed and it may be an achievement to maintain a minimum of activities, even if the goals seem unachievable, and sometimes to uphold the existence of the organisation.
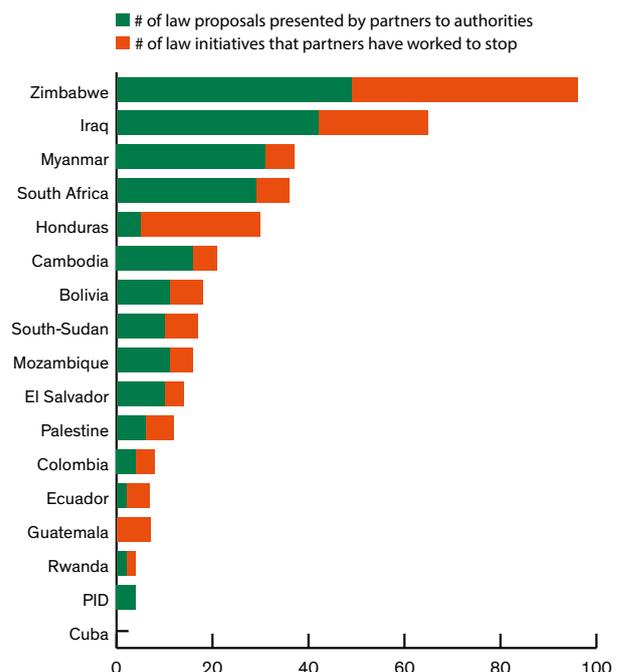
# of law proposals presented or worked to stop by partners in 2016-2019.

NPA's main method in supporting popular organising to influence democratisation and just distribution of resources, is to contribute to their organisational development (see 2.3). Organisations with a solid and democratic base are better equipped 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. Often, we also support partners' influencing and mobilisation activities directly.

For NPA, local ownership of change processes is key. NPA's focus is on supporting partners' organisational development and priorities, not to support defined thematic areas. Partners define their political agendas 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 natural resources, indigenous people's rights, gender equality and violence against women, the right to organise and mobilise, and freedom of expression.

Legend: ■ Proposals included in policies   ■ Presented proposals to authorities

Countries (top to bottom): Rwanda, Colombia, Bolivia, Iraq, Zimbabwe, Myanmar, Ecuador, South Africa, PID, Cuba, El Salvador, Palestine, Honduras, Cambodia, Mozambique, Guatemala, South-Sudan

Total partners presented proposal and had proposals included in policies in 2016-2019 – share of total partner by country

NPA's partners work in very different contexts, but common for all, is extreme inequality in access and control over power and recourses. The majority 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. Some partners operate under war-like conditions like Iraq, South Sudan and Palestine,

some in societies where companies use violence against partners defending their rights, like in Colombia, Honduras and Guatemala, some in countries with long-term repressive regimes, like Myanmar, Cambodia, and Zimbabwe, whilst others operate in contexts that rapidly changed for the worse in 2019, like Bolivia. In some countries, partners find that influencing national politics is risky, or that the democratic space is too tight to exert any influence, whilst there are more opportunities at municipal or regional level.

In 2019, INTRAC conducted an evaluation of NPA partners' work to influence, concluding that they could document many processes were partners had been a driving force in achieving policy change. The evaluation identifies successful and non-successful strategies, underlining that long-term work, knowledge of the context, timing, and a clever combination of different strategies, were often factors that contributed to achieving changes (see section 4.1). In the following section, we illustrate some examples of efforts partners have embarked on in the period 2016 to 2019 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.

SOUTH AFRICA:
After years of internal power struggles in ANC, Cyril Ramaphosa became president in February 2018. In May 2019, ANC won the elections with 57.5% of the vote, its lowest ever. Politically and economically South Africa remains extremely unstable. The fight against corruption tops the government's agenda. A key challenge is to overcome divisions within the leadership of ANC. The labour movement continues to be fragmented and weak. The alarming levels of violence against women and children has led to harsher sentences, a national campaign and aligned budgets. The parliamentary committee on land expropriation published its new draft bill for public consultation in 2019. The bill aims to amend Section 25 of the Constitution to allow land expropriation without compensation. Partners have increasingly used the judiciary to influence political decision making, by challenging government laws, or lack of laws. They cooperate with other CSOs as a means of engaging government either in court, during protest actions and/or presenting policy papers. During the period, partners have worked both to revise or stop policies and laws, and to propose new. For instance, R2K won judicial victories preventing oppressive state security measures, TCOE worked to stop a bill that gave traditional Khoisan leaders

too much authority, and Abahlali worked to stop the Land Invasion Law, which allows municipalities and private land owners to evict people on occupied land. Partners' proposals e.g. on minimum wages for farmworkers, the policy on land expropriation, community consent as a criterion for mining concessions, and on freedom of expression, have been included in laws and policies. Further, Abahlali's relevance is reflected, both in the 30 % growth in membership and that the government consults them on issues relating to land and housing policies. TCOE and Abahlali supported small scale farmers, farmworkers and shack dwellers to engage with national and local authorities, and present their land claims.

ZIMBABWE:
The optimism that accompanied the removal of Mugabe in 2017, waned as the new government displayed the same repressive tendencies, military generals took seat in government, and cartels run by politically connected business people emerged. The main opposition party contested the 2018 election results, and refused to accept president Mnangagwa's legitimacy. Extreme poverty rose to 34% in 2019, and critical shortages in staple food, fuel, water, electricity and foreign and local currency, resulted in rationing and increased tariffs. Abuse of human rights and rule of law continued. The January 2019 protests, resulted in arrests, abductions, and assassinations. Despite the hostile context, partners continued to influence policies and encourage participation. During the pre-election period in 2018, partners engaged in raising awareness on voter registration, demanding electoral reforms, encouraging women candidates, and mobilising citizens to vote, in particular women and youth. They submitted proposals to revise 30 sections of the Electoral Amendment Act, of which some sections were amended. As a result of partners' interventions, the Mines and Minerals Bill was returned to drafters to include sections resolving farming and mining disputes. Similarly, the government finally agreed to decentralise powers and responsibilities to local authorities to ensure equitable sharing of local and national resources. Engagement with authorities, such as local councillors, members of parliament and traditional leaders, was widely used by all partners to influence political decisions. For instance, ZCIEA, lobbied for MOUs with 42 local authorities in 10 provinces, while Zimcodd assisted parliament to interpret the impact of economic laws on citizens, and prevented it from enacting certain unjust policies. Political trainings for women, community engagement with traditional leaders, and public debates, were alternative advocacy strategies to influence decision making. Partners

working on promoting women's rights, succeeded in revising land permits to secure land ownership to women, and in decentralising the handling of sexual offence cases. In 2019, partners' advocacy work, and mobilised affected communities, stopped a Chinese company from mining a sacred hill in Goromonzi.

MOZAMBIQUE:
Since 2016, political tension has increased, characterised by armed attacks, increasingly authoritarian authorities, and reduced space for CSOs. The third peace agreement between the opposition party, RENAMO, and the government, was dramatically affected by the death of RENAMO's president, leading to internal power struggles. President Nyusi and the ruling party, FRELIMO, won the 2019 elections with two thirds of the National Parliament, giving them the possibility to implement constitutional changes. The government's affiliation with private sector continues to increase, opening up for large-scale land acquisitions and appropriations. In most cases, without prior and proper public consultations. The Islamic attacks in Cabo Delgado increased in 2019, destroying civilian infrastructure and displacing large numbers. The 2019 cyclones killed around 600 people and displaced 1.5 million. The lack of access to the flooded areas hindered people's possibilities to organise and mobilise. Nevertheless, partners have continued their efforts to influence policies. For instance, ORAM's proposals to the Decentralization Law and regulations were included when the law passed, in 2019. Partners monitored the land law revision discussions, as they suspected they would lead to increased privatisation of land, and established dialogue and consultation processes between companies, government authorities, and community organisations. UNAC, and other organisations, presented a proposal to allocate more credit to agriculture, infrastructure and dissemination of local seed varieties, which was included in the National Plan for Investment in the Agriculture Sector's extension plan. UNAC and the State Budget Monitoring Forum's proposal, to allocate a minimum of 10% of the state budget to agriculture and rural development, was approved in the national budget law for 2019. MULEIDE, and other CSOs, proposed improved women's rights in the Inheritance Law and the Family Law, and with the approval last year women are first in line of inheritance from their husband, and in case of separation women's rights to property have been clarified (see result example). NPA's partners are increasingly working together. Creating joint platforms and digital campaigns has made them more successful on advocacy efforts.

RWANDA:

Throughout the programme period, political power in Rwanda has been firmly in the hands of President Paul Kagame and the ruling party (RPF). While the policy environment in Rwanda is pro-poor, and may be judged as generally progressive compared to many countries, fundamental freedoms are lacking. Civil society is organised into a system of umbrella groups that work hand in hand with the government in a consensus building approach. Popular organising is very sensitive, given the country's history, and is generally avoided, fearing that it will be perceived as trouble making or rallying people towards conflict. NPA partners adopt a consensus-building approach in their advocacy, finding a balance as a 'critical friend'. They typically stay away from criticism of power and control, but instead advocate for improvements in policies or policy delivery. Rwanda has high ambitions to achieve gender equality. Despite the remarkably high representation of women in leadership roles at national level, there is inequality in other levels of governance and society. Gender based violence is a massive societal challenge, with the Rwandan Gender Monitoring Office reporting that 56% of women in Rwanda experience intimate partner violence. Coalition building was enhanced between partners in the programme period, who worked more collaboratively on advocacy, compared to earlier. They have trained local leaders on topics such as GBV case management, gender analysis and budgeting and citizen participation, used media and research in advocacy efforts. Some of the successful proposals, have been the proposal by Profemmes to integrate promotion of gender equality and women's empowerment, with clear indicators, in local leaders' performance contract in 2017. All partners cooperated to gather evidence and present recommendations for revisions of the national gender policy, and anti-GBV policy, to include the engagement of men in gender equality and anti-GBV initiatives, which was approved in 2019. An AJPRODHO proposal to district authorities, to set up a GBV prevention and response monitoring group, has led to improved coordination between local governance and service delivery structures, and resulted in the establishment of a civil society committee for periodic review, and the development of district plans. Other partners also replicated this type of proposal in their own districts.

SOUTH-SUDAN:

Since 2013, an estimated 400,000 people have died as a result of the ongoing conflict and hunger. Nearly 4 million people remain displaced, 1,5 internally and 2,2 as refugees, and 7,5 million are food insecure across the country. Political and economic power remains in the hands of a few, who have siphoned the country's income for their own benefits. Despite the escalating conflict and introduction of more restrictive legislation and repression, civil society has used innovative ways to advocate for policy change and participated in peace processes. For instance, OAF presented South Sudan Youth Development Policy to the Transitional Legislative Assembly, to counteract traditional structures restricting women and young people's participation. The law has yet to be approved. AMDISS succeeded in having the Media Authority regulate all media operations, including complaints against the media, unlike previously when this was done by the National Security Services when the government perceived information as negative. They also petitioned to remove defamation as a criminal offense in the media law, as it contributed to journalists' self-censorship. There is a surge in civil society alliances and networks. Two new coalitions, the South Sudan Civil Society Forum, composed of 200 different organisations, and the Women's Coalition, formed to effectively engage in the peace process. They gained much respect for their role, and several of their proposals were included in the peace agreement (R-ARCISS), including at least 35% women representation at all levels of government (they proposed 50 %), which is a step in the right direction. Partners have used different strategies to influence. To improve equitable access to and reduce disputes over land, SSLS presented law proposals on women's rights to ownership, registration and inheritance of land, while other partners engaged state and county authorities through meetings, and involved local and state authorities' in awareness raising campaigns on land rights, inviting them to listen to community members experiences. The present peace process was finalised in September 2018, and a Government of National Unity formed early 2020. However, while citizens place their hopes in the peace agreement, there are still significant fears it will not succeed.

NPA has also supported the establishment of community driven systems for mapping natural resources and socio-economic conditions in 11 locations, that help local leaders deal with conflicts that arise due to competition of natural resource access and usage. In addition, NPA has worked to increase local capacity in disaster prone areas to prevent, prepare and respond to disasters. Communities are usually the first responders in disasters. Therefore, 31 civil society groups have been supported with capacity building, and 67 Community Based Disaster Risk Reduction Groups have been established and supported, and play an important

role in dissemination of information on disasters and early warning. Since local conflicts are a major threat to life and livelihoods, NPA has supported the establishment of 12 peace committees that have demonstrated remarkable initiative, courage, and resourcefulness to start and continue peace and reconciliation work.

BOLIVIA:

During 2016-2019, the question of Evo Morales running for President for a third term dominated the political debate. Despite the defeat in the referendum in 2016, supportive social movements filed an appeal to change the article that forbids indefinite presidential re-election. In December 2018, the Bolivian Electoral Court accepted the constitutional change and Morales' candidature. There have been massive demonstrations from both sides, and partners and allies have shown a considerable capacity for mobilisation. After the 2019 elections, false allegations of electoral fraud sent President Morales in exile, facilitated a coup by the extreme right, and caused political chaos and violence. The racism and hatred expressed by right-wing groups was astonishing. The principal victims were indigenous women in skirts, chased and beaten by armed youth on motorbikes. CSUTCB's headquarters in different regions and two community radios were burnt. The violence resulted in at least 35 deaths, 800 wounded, and more than 1500 imprisoned. The new Christian fundamentalist, right-wing, racist government, along with the armed forces, burned the multicolour Wiphala flag, the symbol of the the Plurinational State. The racism and violence provoked a reaction from Morales' supporters and more critical groups. FSUTCC and FDMCOIC, and other organisations, presented a case before the Human Rights Commission of the OAS and the UN High Commission of HR, condemning the human rights abuses, detentions, and deaths caused by the army and police on November 25th, 2019. The case is still pending. In December 2019, NPA partners participated in demonstrations, led by the Unity Pact, throughout the country against the decree presented by the transitional government, exonerating the military from criminal charges. The decree was cancelled due to the protests and international pressure. The violent context at the end of 2019, directly affected NPA partners, who adjusted their plans to respond to emergency needs. Nevertheless, before the 2019 elections partners achieved several political breakthroughs. A proposal, by the FSUTCC, FDMOCOIC BS, CNMCIOB, and others, resulted in incorporating community economy in the curriculum in one of the five indigenous universities. Moreover, as a result of popular organisations' advocacy work, the regional Constitutional Tribunal ordered the Governor to make Santa Cruz part of the Unified Health System (SUS).

ECUADOR:

Since president Moreno took over from Correa in 2017, the political movement Alianza Pais (AP) has imploded and Moreno has taken the country in a different direction. In October 2019, massive demonstrations were ignited by a governmental decision to eliminate fuel subsidies and implement labour reforms imposed by the International Monetary Fund (IMF) in exchange for a loan. The protests began with the transport unions, followed by other social sectors, including the indigenous movement, and CONAIE (Confederation of Indigenous Nationalities of Ecuador) played a central role. They blocked the main roads and marched to the big cities to demand an annulment of the decree. The government blamed former president Correa and his allies for destabilizing the country, and accused the leaders of the protests for "terrorism". The UN and Church mediated an agreement, whereby the president cancelled the decree 883 and the demonstrations ended. This repeal was considered a victory by the indigenous and popular sectors. However, the police forces' brutality left eleven people dead, 1,340 injured and 1,152 arrested. MICC had four members killed and 17 injured, while 37 members of Pueblo Kayambi were injured. Over 600 national and local indigenous leaders are investigated for participating in terrorist acts, including the presidents of CONAIE, MICC and Pueblo Kayambi. After the demonstrations, on CONAIE's initiative, more than 200 organisations, including five partners, sat down to develop and present an alternative economic proposal. The government has not responded to the proposal. The proposals from women in Pueblo Kayambi were included in a law to eradicate and prevent violence against women in Cayambe municipality. Fundacion Kawsay's proposals to promote, protect and exercise indigenous peoples' rights, were included in the municipal law in Ibarra. CNC-EA's proposal to reduce small farmers' debts to the Public Rural Bank, due to infestation, falling prices and climate change, was included in the Production Promotion Law approved in 2018, affecting 700.000 families (25% of the population). The Pueblo Kayambi's moorlands were declared "Hydric Reserve". FDA's proposal to have environmental monitoring done by communities in oil extraction areas be recognized and funded by the State, was included in the "Amazon Law".

COLOMBIA:

The period has been marked by contradictions. In 2016, a peace agreement was signed between the government and FARC-EP, in 2018, ultra-right Ivan Duque won the presiden-

tial election, but in October 2019, the progressive results in the local elections, followed by massive national mobilisations, showed that the majority of the population lack confidence in the traditional political class and demand change. The armed conflict is worsening, in particular in indigenous and Afro-Colombian rural areas, with paramilitaries or guerrillas taking control of territories, assassinations, child recruitment, and forced displacements. It was a blow to the reincorporation process when Ivan Marquez, FARC's head of negotiations, declared the peace process a failure and returned to the jungle, in 2019. The human rights situation keeps deteriorating. Social organisations, including NPA partners, experience false prosecution, persecution, and assassinations. Since August 2018, 419 social leaders have been killed. They are often land claimers, opposing illegal economies, small farmers carrying out illegal crop substitution programs, and/or challenging traditional power holders in local elections. A National Strike was initiated by labour unions in October 2019, to protest against neoliberal economic policies. Both social organisations and unorganised middle class joined the mobilisations that lasted until Christmas. The agenda of the National Strike Committee, of which all partners are represented, also include implementation of the peace agreement and an end to killings of social leaders. Partners also worked to stop a reform of Law 160, which will open up changes in land tenure and benefit landlords and agribusiness. ONIC's proposals, regarding State funding for Indigenous Peoples, were included in the National Development Plan (PND). PCN's proposal, developed with the Catholic Church and the Ombudsman, for a Humanitarian Accord for the most conflict affected areas, was not endorsed. Among partners' most important achievements during the period are the Ethnic Chapter, included in the final peace agreement, the Comprehensive Development Fund for Buenaventura law, which will provide better basic public services for 40.000 people in Buenaventura, and the 11 agreements signed between the Agrarian Summit and the government, in 2016 and 2017, on human rights, victim's rights, land and territories. However, the Duque government does not recognise the previous government's commitments.

GUATEMALA:
The four years of Jimmy Morales' government from 2016, represent a setback in public transparency, impunity, human rights and social inequality. Morales modified criminal laws on corruption, and persecuted and dismantled the United Nations' International Commission Against Impunity in Guatemala (CICIG). Two of CICIG's investigations involved the President directly. In 2019, Alejandro Giammattei won

the presidential elections, taking the country towards more privatisation, more extractive projects, less social spending and increased militarisation. In the last four years violence against women has increased, 2.500 women were killed, and 95% have gone unpunished. Since 2016, there has been a systematic erosion of the rights of environment and human right defenders, at least 68 have been killed, including members of NPA partners. Despite the repression and loss of spaces for social participation, partners engaged in important processes to influence national and local institutions on public spending. In 2019, as a result of Prensa Comunitaria's successful mobilisation, a series of institutional mechanisms was established to observe respect for the rights to freedom of expression of communicators and workers in the social sciences. Following T'zununija and MMT mobilisations for protection mechanisms and effective responses to violence towards women, the public ministry and national police is providing relevant training for prosecutors and police. T'zununija also advocated internationally for the Committee on the Elimination of Discrimination against Women (CEDAW) to put pressure on Guatemala for a full recognition of indigenous women's rights in Guatemala. In 2019, COINDI and MMT unsuccessfully lobbied to stop the NGO Law that allows the authorities to restrict, block or suspend the work of organisations if they are considered contrary to the government's guidelines or policies. The law was finally approved in Congress in February 2020. Furthermore, COINDI has mobilised to protests against the new law of prior consultation on ILO Convention 169, considered unconstitutional and negatively affecting the right of indigenous peoples. The law is still pending. As part of CODECA's electoral proposal in the 2019 election, they made a call for constitutional change. They propose that all indigenous peoples should participate in drafting a new constitution embracing the peoples of Guatemala, and nationalising fundamental resources and services.

EL SALVADOR:
During the left-wing FMLN governments 2009-2019, the right-wing held majority in parliament and controlled the judiciary and the larger media groups. Despite investing in the social sector, stabilising the economy and halting privatisation, the FMLN government did not achieve substantial changes for the population. The elections in 2018 (legislative) and 2019 (presidential) were major defeats for FMLN. The ultra-conservative ARENA increased their representation, and centre-right wing populist Nayib Bukele became president. Family remittances are increasing, accounting for 20% of GDP. With the world's highest homicides rate, public safety is perceived as the country's biggest problem.

Women have achieved major breakthroughs with the Equality and Non-Violence Laws, and reducing maternal mortality. The parliament blocked FMLN and partners' attempts to amend the strict abortion legislation. Nevertheless, the campaign raised awareness among the general public. The relationship between the social movements and the FMLN governments has been one of dialogue and cooperation, rather than confrontation. During the period the majority of partners have presented policy and law proposals. The popular movement achieved a law banning metal mining in 2017, which they had fought for since 2005, and all partners mobilised massively, and successfully, against the approval of a law privatising water in 2018. However, they were not able to prevent the approval of the Public-Private association law, which allows more privatisation. CONFRAS and MPR12 proposals were included in new national policies for agroecology, and the proposals presented by Equipo Maiz, CONFRAS and MPR12 were included in the Pension Law. Comandos was central in developing the approved Integrated policy for risk management, which improves coordination between institutions engaged in disaster prevention and attention. ARPAS and RACO continued to present proposals and organise campaigns to democratise communication. The new government has withdrawn all cooperation with the community radios, affecting their income. Hence, ARPAS is preparing a law proposal to regulate distribution of state advertising among the different types of media.

HONDURAS:

The political, economic and military power in the country remains controlled by a small elite linked to the finance, energy, communication and agroindustry sectors. Honduras is one of the most unequal countries in the world, with 76% living in poverty. Women are particularly affected, 67 % are unemployed, and in rural areas only 8 % own land. The electoral frauds in 2013 and 2017, have diminished public liberties, access to information, political participation and social mobilization. During the post-election mobilisation, late 2017 and early 2018, partners engaged in street protests and roadblocks throughout the country. There is an enormous pressure on social leaders and environmental human rights activists. Only in 2019, 29 were killed. During 2016-2019, 16 leaders among NPA's partners were assassinated, others received death threats, were subjected to arbitrary judicial actions, and/or surveillance. NPA provided protection support, including legal counselling to partners. Despite the repression, partners engaged in important processes to defend democracy and human rights, such as the network Convergence Against Continuity,

and the Defence of Land and Indigenous Territories. COPINH continued to pursue justice related to the murder of indigenous leader and environmental human rights defender Berta Cáceres. In 2018, several partners unsuccessfully lobbied for the amnesty for 40 political prisoners. Several partners mobilised against the new law of prior consultation on ILO Convention 169, considered unconstitutional and negatively affecting the right of indigenous peoples. They held mass assemblies, made an international campaign to show the state's breach of human rights for indigenous peoples, and raised a complaint with the Inter-American Commission on Human Rights. The law is still pending. Partners also mobilised to stop a law to privatize health and education, and lay off thousands of public workers. As a result, the law was withdrawn from Congress in 2019. Due to the limitations to participate and influence at national level, partners have increased their influence at local level, in particular defending territories and the environment. As a result, several municipalities have been declared free of mines and dams (see result example).

CUBA:

In 2018, Miguel Diaz Canel became president, while Raul Castro continues to lead the Communist Party (CCP) until 2021. Many members of the National Assembly (2018) are new (57%), younger (average 49), and 49% are women. The new constitution, approved by referendum in 2019, restricts the Presidency and Secretary General of CCP to two periods, incorporates a set of citizens' rights to comply with international agreements, and decentralises government structures. Despite broad consultations, no proposals submitted by CSOs were included. The Trump administration is increasingly aggressive and the blockade continues to hurt the economy. Despite a 38 % wage increase in 2019, the low purchasing power of public salaries causes an exodus to the private sector, representing 15% of the employed workforce. Gender equality is better than elsewhere in the continent with 63% professionals being women, however, only 7 out of 26 ministers are women. Food production continues to be a priority, as 84% of the food required is imported. The extreme centralisation provides few opportunities for CSOs to influence policymaking publicly. NPA's partners primarily exercise influence by supporting decentralisation of State management, promoting new forms of social participation, raising awareness through political education and communication, and publishing materials for reflection and debate. FCOM was a key actor in making Internet widely accessible to the population, and its efforts to digitalise municipal governments generated significant support. In

2019, FCOM trained local government representatives from several provinces and five ministries in Havana, and continued working on a new communication policy to increase digitalisation and opportunities for peoples' participation. State institutions use CMLK's methodology of popular education, promoting participatory decision-making, to train civil servants. The proposals, on prices of products and transfer of usufruct land, by partners involved in small-scale farmers' food production, were included in policies. A complementary strategy partners use to influence, is to support alternative development paths that may later be approved by authorities. One example is partners' support to pre-cooperatives lacking official approval. Another is FCOM's strategy to enhance digitalisation and communication in municipal governments, which now has full State approval.

CAMBODIA:

During the period, the ruling Cambodian People's Party (CPP) has become increasingly authoritarian. In November 2017, the Supreme Court dissolved the opposition party (CNRP), followed by suppression affiliated networks and individuals. Western criticism and EU's decision to suspend its trade agreement, has caused closer alignment with China. Women are lagging behind in power sharing, leadership and decision-making. Land concessions granted to investors with government ties continue to deplete natural resources and negatively affect local communities. Freedom of expression and space for people to organise and mobilise has narrowed considerably. The political pressure affects NPA partners, including several leaders fleeing the country. Partners continue to mobilise people, sometimes under the guise of seemingly non-political gatherings. Partners did succeed in influencing some legislations and policies. For instance, the regulations and procedures for updating voter registration, approval of e-registration and future e-voting systems in the Election Law (2017), promoting increased participation by indigenous people in development projects, improved mechanisms for land distribution and compensation, and transparent and accountable governance in the extractive industries sector in the National Strategy Development Plan (NSDP 2019-2023). Partners also engaged to stop repressive laws including the Land Resettlement Law, which negatively affects communities and unfairly benefits investors, the Minimum Wage Law and the Law on Dispute Resolutions, which allow exploitation of workers. Partners' protests against the Agricultural land law, restricting famers' rights to land, while benefitting large mono-culture corporations,

contributed to the Prime Minister's suspension of the law in November 2017. CSOs, including NPA partners, continue fighting against the repressive Law on Associations and Non-Governmental Organizations (LANGO). Massive CSO resistance for a complete withdrawal of the law is still to succeed. Meanwhile, partners continue to work to amend the LANGO, and some proposals were incorporated into the law in 2019. The Law on Dispute Resolutions was stopped in 2018, due to an effective strategy to map the supply chains for 314 garments and footwear factories. CCC's proposal for the government to include CSO representatives in the Inter-Ministerial Working Group, tasked to address the concerns of civil society, resulted in two national dialogue platforms in 2019. NGOF drafted a guidebook on Involuntary Resettlement and Compensation for private development projects, submitted to the Ministry of Environment for consideration.

MYANMAR:

Political power remains centralised in Aung San Suu Kyi's hands, and her National League for Democracy (NLD) government (2015-) has done little to change the repressive legal framework from the junta era. The military controls 25% of the seats in parliament, hence, a reform of the 2008 constitution is unlikely, as it requires 75% support. The Rakhine crisis was an opportunity for the army to legitimise its role and unite public opinion behind the threat of violent extremism. The critical response from the international community has tightened ties with China. The extractive industries critically lack transparency and accountability. Myanmar remains a deeply patriarchal country where women have significantly less rights, resources and representation than men. Female representation in parliament is at 13.7%, and among Ward and Village Tract Administrators, only 0.5%. Many CSOs, including partners, experience surveillance, threats, and increasing bureaucratic hindrances to carry out their work. Activists speaking on the Rohingya and Muslim minorities' rights, or promoting improved practices in natural resources management and extractive industries, are increasingly threatened. Partners continue to put pressure on the government to reform unfair or inefficient laws and policies. In 2019, YSPS submitted 52 recommendations to the Rural Development Law, of which 23 were included, and in 2018, their advocacy work resulted in a more democratic Yangon City Development Law, and a milestone for women's rights. PK advocacy contributed to a minimum daily wage increase for all workers. MATA have played a leading role to strengthen the framework for jade and gem trade since 2016, and the findings in MATA's two EITI

reports, indicating serious corruption and the need to reform State Owned Enterprises, were endorsed by relevant government departments. In 2019, MATA and PK worked to stop the Sagaing Region Mining Bill, which will limit the governmental transparency, pose lawsuit threats to communities, and trigger corruption, and in 2018, they mobilised to stop the Vacant, Fallow and Virgin Land Management Law (VFV), as it threatens the access to land for millions of farmers in hilly regions, mainly ethnic minorities. Unfortunately, the law was approved in 2018. PK, MATA and MCPWC also worked to stop the 2018 amendments of the Peaceful Assembly Law, which is still pending.

IRAQ:
Since 2016, Iraq has faced political struggle, military disunity, ISIS, and challenges between the central government and KRI (Kurdistan Region of Iraq). The Kurdish Peshmerga played an indispensable role fighting ISIS, but have been let down by their allies. The Kurdish referendum on independence, in 2017, caused economic and political sanctions. Al-Sadr and Popular Mobilization Forces (PMU) won the parliamentary elections in May 2018. The government has responded violently to the political and economic unrest, restricting the space for civil society and media. Internally displaced are forcibly returned to liberated regions without basic services, and civilians accused of affiliation with ISIS are detained. The government was forced to resign after the second wave of demonstrations in October 2019, largely dominated by frustrated young people demanding employment, an end to corruption, and a changed political system. More than 600 protesters were killed, 20 000 wounded, and 100 kidnapped or forcibly disappeared. Partners documented and denounced the violent repression, and presented findings internationally. In the midst of unrest and escalating crisis, partners have contributed to political development processes and on-going law reforms. RID, IAA and PAO organised joint committees with representatives from different sectors to facilitate peoples` participation in identifying needs and priorities presented to the provincial councils. JNP presented research on the situation of the prisoners in Iraq to the KRI Judiciary Council, which decided to revise the procedures for prison management. PFO, in cooperation with labour syndicates, worked to stop a draft law on Social insurances, which violates workers' rights. Based on PFO's recommendation, the Ministry of labour agreed to develop a new draft law in consultation with civil society and union representatives. AIM presented a revised draft law to the parliament, in 2019, on behalf of 22 minority organisations, to protect their heritage and religious rituals. AIM was also able to stop an article in the Law of National Identity Card, claiming that juveniles be considered Muslims when one of the parents are Muslim. RID's proposal was included in the action plan of the KRG anti-corruption strategy 2019-2021.

PALESTINE:
USA's recognition of Israeli sovereignty over Jerusalem (2018) and launch of the "Peace for prosperity" plan (2019), without Palestinian participation, increased tensions between Israel/USA and Palestine. The Israeli government's continued annexation in the West Bank, contributed further. In July 2018, the Israeli Knesset passed the controversial Nation-State Law, which states that Israel is a Jewish state for Jewish people, denying Palestinians and Arabs their identity and right to own land. The law thus ignores all UN resolutions and previous agreements between the parties. The weekly demonstrations, called the Great March of Return, demanding the right to return for Palestinians and the Gaza blockade lifted, had, by the end of 2019, left 212 people killed and 36,134 injured by the Israeli forces (OCHA). Palestinian parties and CSOs strongly denounced the Palestinian president dissolving the Palestinian Legislative Council (PLC) in 2018, which further reinforced the division of the Palestinian state. REFORM and PNGO launched a call by civil society for democratic national unity, signed by more than 120 organizations in the West Bank and Gaza Strip. The Israeli incitement campaign against Palestinian and international NGOs confine the space of the civil society. Further, both Fatah and Hamas issued numerous laws in the West Bank and Gaza restricting public freedoms. Nevertheless, partners work to strengthen women and youth participation in a predominantly patriarchal society, and organise people to defend their rights and resist oppression. PNGO, and other CSOs, succeeded to prevent amendments to the NGO law, aiming to control and undermine the role NGOs play. Further, partners' proposals improved the Cybercrime law (2018), which restricts space for NGOs and individuals. In 2019, three proposals presented by REFORM to enhance women's participation, civic space and social accountability in local governance bodies, were included in policies. PNGO and REFORM were part of the massive protests that resulted in the suspension of the social security law in 2019. Further, PCDCR signed MoUs with all municipalities in Gaza, and selected in the West Bank, to guarantee minimum 40% women in neighbourhood committees, and form youth councils. Partners and allies lobbied for the application of CEDAW recommendations, like increasing the age of marriage for girls to 18 years by law.

PARTNERSHIP TO INFLUENCE DEMOCRATISATION :
(PID) is a cross-cutting programme in which NPA supports and develops advocacy in networks, on our own and together with partners, and facilitates learning and methodological development. This section particularly refers to the international networking and advocacy work facilitated by PID, primarily on shrinking space for civil society and challenges with economic inequality.

Based on partners' experience, NPA has shared information and advocated for the need to respect the right to organise and ensure protection of those who engage to promote just distribution of power and resources. NPA has also urged the Norwegian government to have a stronger focus on reduction of inequality, among others in the Inequality Watch Special Report "Eight steps in the wrong direction", in 2017.

NPA supported partners' advocacy in Norway and the rest of Europe. For instance, NPA echoed the denouncement in Ecuador, in 2019, of slave like conditions at the Furukawa plantations, where the Norwegian Consul was the General Manager. To change Norfund's investment strategy in Honduras has been an important case, as it reveals Norfund's weaknesses in analysis of context and consultation practices, leading them to cooperate with actors that, among others, are linked to the assassination of Berta Caceres. However, we have not achieved changes. Slave-like conditions at the wine farms in South Africa led their labour union, CSAAWU, to ask NPA for support, as Vinmonopolet imports wine from the farms. The dialogue, established in 2016, has resulted in Vinmonopolet requiring, as of late 2020, that producers sign a document confirming that freedom of association and workers representation will be respected.

Zimbabwe Europe Network (ZEN) are, together with organisations from Zimbabwe, continuously raising human rights and democracy concerns with European governments. ZEN was especially active around the coup, and before and after the elections and in 2019, focusing on criminalisation of civil society, including the shutdown of internet. Women Human Rights Defenders, in the MENA region, strengthened their mutual support and use of instruments like the UN Resolutions on Human Rights Defenders.

Arab NGO Network (ANND) has improved their advocacy work, systematically monitoring the International Monetary Fund's Article IV Reports, preparing policy papers, and participating in direct dialogue with regional IMF directors. The policy papers developed in 2018 and 2019 focused on inequality and tax issues. ANND published the Arab Watch on Social and Economic Rights Report, in 2016, on informal employment in the Arab Region, and the Right to Food, in 2019, promoting the concept of food sovereignty.

A new mobilization strategy in 2019, was the Humanitarian Caravan for Life, organised by partners in Colombia. The caravan visited local communities in "humanitarian zones" in Chocó, affected by the armed conflict and absence of the state, to get attention to the dire situation in the area. The caravan included 500 participants representing 40 Colombian organisations, and 40 participants from 13 different countries in Europe and America, including a representative from NPA Norway. A substantial report with observation and recommendation has been widely spread.

THE OIG CASE
During 2017-2018, the so-called OIG-case resulted in a settlement with USAID, and the NPA board decided to terminate all contracts with the agency. In February 2017, NPA received the first letter from the USAID Office of Inspector General (OIG) requesting information about a mine-clearing project in Iran, and an NPA partner's courses in human rights and democracy for youth in Gaza. The projects were financed and supported by Norsk Hydro and Norad respectively, and had no connection to USAID.

It turned out that an anonymous entity had filed a complaint against NPA under the False Claims Act, giving US authorities the right to sue parties who have received and used US funds in violation of American law. The Act entitles third parties to sue on behalf of the US, and these are later awarded a share of any amount recovered.

OIG pointed to a 2012 emergency relief contract with USAID, and certifications NPA had signed related to cooperation or affiliation with entities on the United States prohibition lists. NPA interpreted these certifications to be limited to countries and projects where USAID funds were used. USAID held it to apply globally.

The "offense" was that one or more persons affiliated with entities on the "prohibited list" had participated in a democracy and human rights course supported by NPA with funds from Norad, and the mine clearance in Iran in the 2000s.

NPA obviously rejected the claims, and our US legal counsel stated we had a chance to win the case in court. However,

due to potentially enormous economic consequences, NPA accepted a settlement.

An increasing number of aid agencies are introducing clauses to ensure that recipient organisations take "appropriate measures" to avoid funding banned organisations and individuals. This may cover the donors' backs, but presents major challenges as it contributes to increased control and restriction of civil society organisations and their space to operate.

In May 2020, USAID announced that it has softened its requirements in relation to the clause that caused NPA to be sued and enter into the settlement of this case. This softening comes as a result of influential efforts by several civil society organizations. USAID still requires that their certifications apply to all activities of a grantee, and not just those activities funded by USAID funds.

Mozambique: Increased legal rights for women

In 2019, the national parliament approved the revisions of the Family and Inheritance Laws, and adopted a new Early Marriage Law. The revised legislation clearly recognises the right of women in marital unions, and they are now first in line to inherit their deceased husband, together with their children. The revised Early Marriage Law raises the minimum age for marriage from 16 to 18 years.

In Mozambique, women are disadvantaged in society in general, within their communities, and in their families. For instance, girls are affected by traditional gender norms promoting child marriages and initiation rules encouraging the subordination of the woman to her husband. The rate of child marriages is very high, with almost half the girls marrying before they are 18 years. Further, inheritance and separation legislation has been very discriminatory. If a husband dies, the wife is fourth in succession to inherit land and other possessions, after the deceased's parents, siblings and children. Even if she had ownership to the land during the marriage, she loses everything as a widow. Similarly, in case of separation, the woman does not have the right to access her share of the property unless the couple is formally married, a big problem in a country where most familiar unions are informal.

Therefore, since 2016, MULEIDE, in alliance with other women's rights organisations, have advocated for revisions of the Family Law and the Inheritance Law, discriminating woman's access to resources, and for the approval of a new Early Marriage Law, to lift the minimum age for marriage. The organisations have conducted meetings, debates, demonstrations, media events, consultation processes, informal advocacy, and produced informative material, such as booklets, magazines and pamphlets.

In 2019, the National Assembly approved the revision of the Family Law and the Inheritance Law, and adopted the new Early Marriage Law. Although the National Assembly did some changes from the CSOs' proposals, the laws were clearly influenced by the woman organisations. The new Family Law now includes a provision that clearly recognises the right of women in marital unions, including informal unions. In the revised Inheritance Law, women are now the first in line to inherit together with the children. The revised Early Marriage Law lifts the minimum age for marriage from 16 to 18 years, which will allow more girls to continue schooling and decide their own future.

The three law proposals were approved during an electoral year, as with previous law amendments, so it seems that the National Assembly is more willing to satisfy citizens' demands during electoral periods to get voters' support.

MULEIDE - Women, Law and Development Association (1991) is a national NGO working to promote and defend women's rights. MULEIDE provides legal and judiciary assistance for disadvantaged women and combats gender-based violence. MULEIDE cooperates with NPA in the areas of training and support on gender issues to other programme partners. NPA partner since 2017.

Costs: NPA financial support to MULEIDE in 2019 was NOK 1.400.000

Supporting documents:
https://www.hrw.org/news/2019/07/19/mozambique-passes-law-end-child-marriage
https://clubofmozambique.com/news/mozambique-to-criminalise-child-marriage-apa-136294/
https://jornalnoticias.co.mz/index.php/1-plano/92439-leis-de-familia-sucessoes-e-unioes-prematuras-visam-garantir-maior-protecao
http://opais.sapo.mz/o-novo-regime-da-uniao-de-facto-na-nova-lei-da-familia
http://forumulher.org.mz/slideshow/forum-mulher-promove-encontro-de-harmonizacao-das-contribuicoes-ao-projecto-de-revisao-da-lei-de-sucessoes-e-da-lei-da-familia/
http://forumulher.org.mz/forum-mulher-promove-reflexao-sobre-o-projecto-de-lei-do-direito-sucessorio-e-lei-da-familia/
http://forumulher.org.mz/1a-assembleia-nacional-das-mulheres-sobre-o-processo-eleitoral/

Cambodia: Workers gained permanent contracts due to training

Paralegal training of workers in the clothing and footwear industry resulted in permanent employment contracts for 1508 workers. The paralegals also successfully secured severance pay for three workers who had lost their jobs due to pregnancy.

Illegal use of fixed-duration contracts is a common problem in the clothing and footwear industry in Cambodia. Access to justice in Cambodia is extremely restricted. The majority of workers are unable to resolve workplace issues directly with employers, and must use formal dispute resolution system, under the Labour Law, or engage in international advocacy. Both require competence, capacity and resources.

Therefore, Centre for Alliance of Labour and Human Rights (CENTRAL) developed a training program for workplace paralegals, and provided 44 trainings to a total of 89 workplace paralegals during 2018 and 2019. The trainings included labour and trade union laws, fundamental rights and freedoms, as well as other relevant laws. They were also trained on how to identify legal violations and raise issues directly with the employers, and to advocate for the right to permanent contracts at the Arbitration Council of Cambodia and to international purchasing brands. The training was followed up with consistent support and mentoring. NPA provided inputs and advice on contents and training material, and attended training sessions to provide feedback on the process.

As a result, the trained paralegals are able to resolve issues directly with the employer without the having to engage in formal dispute resolution processes, or to engage in national and international advocacy. They were able to negotiate a change from fixed-duration employment contracts to permanent contracts for 1 508 workers. The paralegals also resolved severance pay to workers who had lost their jobs due to pregnancy. In addition, they received direct support from CENTRAL's lawyers and legal officers, and the International Labour Rights Forum, to engage in the negotiations between the employers and buyers, including H&M and Adidas.

CENTRAL - Center for Alliance of Labor and Human Rights is a rights-based NGO supporting workers with legal aid and other means to demand transparent and accountable governance for labour and human rights. It supports independent workers federations, associations and networks, by providing training and research on supply chains, labour standards, freedom of association and unionism, and peaceful demonstration. CENTRAL also facilitates collective bargaining for increased wages, better working conditions, and relevant public services and policies.

Costs: NPA transferred NOK 420 570 to CENTRAL in 2019. Approximately 37 851 NOK were used for this particular case.

Supporting documents:
https://www.arbitrationcouncil.org/download/054-18-roo-hsing-garment-co-ltd/?wpdmdl=6121&refresh=5d975e3dd6df41570201149
https://www.facebook.com/CATUCambodia/photos/a.1681798128792957/2047369748902458/?type=3&theater
https://www.rfa.org/khmer/news/human-rights/CTUF-call-for-HandM-intervention-to-RooHsing-04132019221857.html
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https://www.central-cambodia.org/archives/2608
https://www.rfa.org/khmer/news/social-economy/Central-urge-Meta-Biomed-to-pay-severances-03132019195043.html
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Guatemala: Indigenous women become national political leaders

CODECA has trained and promoted indigenous women for public office, and succeeded. They now have one congresswoman in office, and their presidential candidate for the 2019 elections got historic support with the best election result ever for an indigenous woman in Guatemala.

In Guatemala, public institutions and decision-making positions are occupied by non-indigenous people. Thus, the interests of Mayan indigenous people are poorly represented within state structures. Indigenous women are particularly invisible, both within the state and in national social organisations, as they are discriminated against both as indigenous and as women.

NPA has supported CODECA's leadership training for women, and encouraged women participation in assemblies and as candidates to leadership positions. Political training has been important for many women to assert their role as active participants and leaders, especially for indigenous women. A growing number of poor, peasant and indigenous women who are members of CODECA have participated in the organisations' training programmes. Women such as Thelma Cabrera and Vicenta Jeronimo have been central in this process.

In 2016, CODECA founded the Movement for People's Liberation (MLP), a political instrument to represent the social movement in electoral processes. In 2019, as a result of CODECA's work for equality and visibility of indigenous women leaders, the two Maya Mam indigenous women were elected to run for national office in a people's assembly organised by CODECA, later ratified in an MLP assembly.

In the 2019 general elections, Vicenta Jeronimo, was elected congresswoman in the National Congress. Only 4 out of 160 representatives elected to the Congress are indigenous women. Thelma Cabrera received 600,000 votes, about 10%, as presidential candidate, thebest election result ever for an indigenous woman in Guatemala. They have become recognised national indigenous leaders, representing millions of indigenous women that have no other representation in public institutions at national level. Their leadership motivates young indigenous women to be active in the organisation and strengthen their own leadership skills, which in turn has increased the respect of these young women in their communities. This is a result of CODECA's systematic capacity building and promotion of women participation.

This has generated hope throughout Guatemala, especially in indigenous regions, and many communities and local organisations have joined CODECA and MLP. CODECA and MLP have been targeted with persecution and criminalisation of CODECA and MLP by business groups and local power holders because of their work and their achievements. Since 2016, 27 members and social leaders in CODECA have been assassinated for political reasons.

CODECA – Campesino Development Committee (1992), is a people's organisation grouping indigenous and campesino communities in 112 municipalities, in 20 departments. CODECA works for access to basic services, the right to water, land and territory, and the self-determination of the Guatemalan peoples. NPA partner again since 2017.

Costs: NPA funded local assemblies and advocacy work, political training, leadership training, exchanges, gatherings, community media and analysis sessions, all amounting to about 786 000 NOK yearly.

Supporting documents:
https://www.facebook.com/ComitedeDesarrolloCampesino/
https://twitter.com/GtCodeca?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor
https://www.youtube.com/watch?v=_fhnYUQHndc

West Bank: Rural communities regain access to their land

Farmers in Bardala community have been exposed to eviction and confiscation of their land and water since 1967. With support from UAWC (Union of Agricultural Work Committees), the farmers won an appeal in the Israeli Supreme Court, regained access to their land, and 160 families can cultivate food again.

Bardala is a Palestinian farming village, with around 2,200 inhabitants in an area of about 2000 hectares, in the the Jordan Valley. Like over 60% of land in the West Bank, Bardala belongs to Area C, under full Israeli military and administrative control. So far, 20% of the land has been confiscated for the expansion of an Israeli settlement and the separation wall.

Historically, the farmers of Bardala irrigated their fields from wells, but following the Israeli occupation in 1967, they were forced to exchange wells for pumped water. Over the following five decades the Israeli water authorities gradually reduced the amount of pumped water available. In addition, the Israeli military imposes restrictions preventing agricultural activities in areas close to settlements. Thus, when Palestinian farmers fail to farm and abandon their land, the military uses the Absentees Property Law to confiscate land and allocate it to the Israeli settlements. This law deprives farmers of their land, under the pretext of protecting Israel's national security, but it is illegal according to International Law.

Facing water shortage and the risk of expulsion, 50 farmers families organised an agricultural work committee and became members of UAWC. With the assistance of UAWC, in 2016, they started to construct a water pipeline to irrigate 250 hectares of land. However, in 2017 the Israeli military issued a stop-work order (SWO) to stop the construction.

UAWC worked with lawyers at the Jerusalem Legal Aid Center (JLAC) to compile required paper work for the Israeli courts. They succeeded in suspending the SWO, and appealed to the Supreme Court of Justice for a final approval to install the water pipeline.

Finally, in 2018, the appeal was approved, the SWO annulled, and the community installed the water pipes and resumed cultivating their land. Even the farmers that were not UAWC members regained confidence to resume farming. Hence, the active farmer community increased from 100, in 2016, to 160 farmers in 2019.

Despite the court order, the Israeli military continued to try to force farmers off their land with troop incursions and expansion of settlement roads. But the farmers remain strong and believe they can claim their rights if they stand together and coordinate their efforts with support from CSOs and legal support institutions.

UAWC - Union of Agricultural Work Committees (1986), a membership-based organisation founded in response to the vulnerable situation of Palestinian farmers. It also represents farmworkers, fishermen and small-scale producers, organising them in local committees. As of 2018, the organisation had 92 committees of farmers and fishermen, with more than 1315 (982 male, 333 female) members. UAWC works for the protection of Palestinian land and natural resources according to humanitarian principles and international law. NPA partner since 2005.

Costs: NPA financial support to UAWC, covering the costs of the land survey and legal fees, including the part-time salary of a lawyer, was about 200,000 NOK.

Myanmar: Law amendment leads to increased decentralisation

YPSP (Yangon School of Political Science) lobbied to amend the Rural Development Law to increase decentralisation, transparency and accountability in rural development initiatives. When the revised law was approved in December 2019, 23 out 52 of YSPS' recommendations were incorporated.

About two thirds of Myanmar's population live in rural areas, where the average income is about half of people living in urban areas. Reducing the urban-rural divide has been identified as a priority by the government, particularly basic infrastructure, healthcare and education. However, decision making is traditionally highly centralised in Myanmar, and rural development initiatives thus far have largely benefited a rich elite with close connection to people in government.

YSPS is an NGO working for legal reform. With their strong legal capacity and good connections with decision makers on national and regional levels, YSPS has influenced several law amendments. In April 2019, when the government initiated an amendment of the Rural Development Law, YSPS began their work to influence with the aim to improve rural development, decentralise decision making, set up systems for people to monitor decisions made by state and regional governments, and secure inclusion of rural development experts in decision-making. Hence, YSPS assembled a project team consisting of legal consultants, volunteer students and experts from Yangon Justice Centre. They organised workshops and met with officials from the rural development department. As a result of this process, the YSPS team presented 52 recommendations to amend the Rural Development Law.

In December 2019, the Parliament accepted 23 of YSPS suggested amendments in the revised law. As a result of the new additions to the Rural Development Law, rural services can be provided in a more responsive way and according to local people's needs. The law revisions include provisions for decentralisation, e.g. the formation of state and regional supervision committees to ensure public participation and encourage environmental conservation. It also ensures that three independent rural development experts will provide advice to the state and regional parliaments when they develop rural development plans.

The law reform will improve lives for local populations by ensuring that decision making is better informed, and that rural populations have a say in decisions affecting them. Provisions of the bill is also expected to contribute to lower levels of corruption, as the ability of the public to monitor projects increases, and because independent rural development experts will be included in the decision-making process.

YSPS - Yangon School of Political Science (2011) is a local NGO, providing education in political science to the general public, and acts as a political independent institution assessing policy and law reform processes, providing recommendations from civil society, political stakeholders and the international community. NPA partner since 2016.

Costs: NPA funds for this campaign 2016-2018 has been NOK 150,000. NPA paid approx. 60% of the total cost .

Supporting documents:
https://www.facebook.com/332409810154072/posts/rural-development-bill-workshop/2419522584776107/

South Africa: Civil Society organisations challenge authorities on human rights violations

As a result of sustained actions by R2K and other civil society actors, in September 2019, the High Court ruled elements in the RICA act (Regulation of Interception of Communications and Provision of Communication-Related Information Act of 2003) unconstitutional. An inquiry into the State Security Agency, launched by President Cyril Ramaphosa, disclosed widespread corruption, and evidence that civil society organisations had been spied on.

In 2016, R2K received complaints from journalists and company employees, indicating that they, after having shared information on corruption around stadium constructions for the 2010 Football World Cup, have been spied upon and threatened by security agencies. Journalists risked exposing their confidential sources, and civil society representatives experience that their phone calls were intercepted.

R2K launched a complaint with the court, but the state, with reference to the RICA act, requested the court not to release the findings. Hence, R2K was able to prove that the RICA law does not protect freedom of expression and privacy, as it allows the state to spy on people's communications, without adequate safeguards to prevent abuse.

R2K convened a series of roundtables with representatives from social organisations, NGO's, academics, and media, to raise awareness about surveillance, including two national meeting with 80 participants and three provincial workshops with 156 participants. In July 2018, R2K published a report on surveillance of journalists in South Africa. R2K members protested outside the Office of the Interception Centres (OIC) calling for an urgent reform to RICA. They also protested in parliament, during parliamentary session, asking members of parliament to influence the constitutional court ruling. R2K and Privacy International lobbied the UN Human Rights Committee to reflect on surveillance in South Africa and called for a condemnation of RICA.

With the High Court judgement in September 2019, which declared that the RICA act was unlawful, R2K succeeded in influencing policies on peoples' right to privacy. Several provisions of RICA were set aside as illegal and non-constitutional, and mass surveillance was ordered to be stopped immediately. The court allowed parliament two years, until 2021, to amend the act to adhere to the constitution. The State Security Agency appealed the case.

NPA contributed to the result with constant dialogue and engagement with R2K on the need to expand its work beyond South Africa as a way of strengthening its advocacy. This led to R2K to cooperate with Privacy International, a London based organisation working at the intersection of modern technologies and rights. They attended the court case and supported lobbying efforts within the UN. Involvement of an international partner was critical as it gave it global relevance.

This is a major victory in the struggle against surveillance abuses in South Africa. But it is just a step forward. To meaningfully protect ordinary people against surveillance, much more is needed. A lesson learnt is that sustained activism through multiple efforts is critical, even when it looks unwinnable.

R2K - Right2Know Campaign (2010), is a network of activists and organisations working to coordinate, unify, organise and activate to defend and advance access to information and protect the freedom of expression. NPA partner since 2013.

Costs: NPA financial support to to R2K in 2019 is NOK 1 080 527

Supporting documents:
https://www.iol.co.za/news/south-africa/gauteng/r2k-condemns-rica-spying-2015146
https://www.htxt.co.za/2019/09/17/ruling-that-finds-rica-unconstitutional-welcomed-by-r2k-lrc-and-privacy-international/
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Iraq: Advocacy to combat corruption in Kurdistan Region (KRI)

RID (Reform Institute for Development) took the initiative to develop an anti-corruption strategy and action plan that is consistent with international standards and measures, with broad involvement of civil society, regional government and other stakeholders. With increasing force, they have pushed the government to act against corruption.

The Kurdistan semi-autonomous regional governing structure, suffer from lack of transparency and widespread corruption. In Transparency International's Corruption Perception Index, where 0 is highly corrupt and 100 is very clean, Iraq scored 17 in 2017 (20 in 2019). As government institutions are at the core of the problem, politicians in power and public servants tend to avoid discussions on corruption. On the other hand, they realise that potential investments and international support requires transparency.

In 2016, RID approached the Integrity Commission, in charge of anti-corruption on behalf of the Kurdistan Parliament, and initiated talks and information sharing. Together they invited key stakeholders to work on drafting the strategy; the Legal and Financial Affairs Committee of the Kurdistan Parliament, the Board of Supreme Audit, the Prosecutor General, the Consultative Council and the Cabinet. They formed a steering committee and developed the first draft during 2017. Then they invited civil society to join the process.

RID arranged workshops with relevant stakeholders for each of the sectors to be covered, e.g. politics, central departments, local governments, etc. They discussed, analysed and exchanged experiences to provide inputs to the strategy. In May 2018, the KRI Council of Ministers adopted the strategy.

The next step was to elaborate anti-corruption action plans. In this part of the process civil society participation increased. For instance, 20 civil society organisations, including PAO and PFO, made an action plan that outlines approaches, timelines, and distribution of roles within the civil society and media sector. RID organised similar processes for each sector.

To secure the independence of the Integrity Commission, in 2019, RID also initiated a reform of the Law that governs the Integrity Commission. The Public Participation Platform (3P), a broad alliance between Members of Parliament, and representatives of CSOs, academics, and media, run by RID, arranged a series of workshops to discuss the current law. The proposed amendments give the Commission more authority and protects whistle-blowers.

In February 2020, the Prime Minister's Office in KRI formed a committee to follow up on the implementation of the approved strategy and the action plan.

The broad involvement of actors gave legitimacy to the process. Using concrete examples of corruption from daily experience, and viewing them from different perspectives, was crucial to make relevant action plans. The fact that all stakeholders designated senior representatives from their departments and institutions, and that a representative from the Council of Ministers was engaged in the process from the beginning, facilitated the quick adoption of the strategy.

RID - Reform Institute for Development (2013) is an NGO working to reform the executive, legislative and judiciary branches in KRI (Kurdistan Region of Iraq), engaging people with the agendas of the regional parliament. NPA Partner since 2016.

Costs: The amount spent for this process since 2017 was NOK 147,000. The main costs were related to organising meetings, focus groups and workshops, and the follow up of the Public Participation Platform.

Supporting documents:

2.2 Intermediate outcome 1: Partners mobilise around common issues.
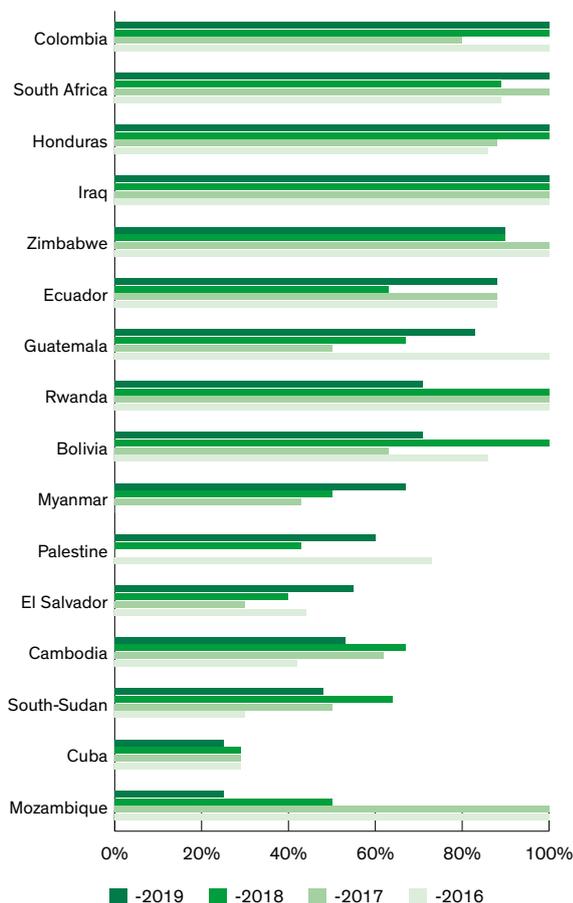
Share of total partners that have initiated public debates per year

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 and towards power-holders. Furthermore, for organisations to stay strong and active, mobilisation is important to maintain the commitment of their members and constituencies to work together for a common cause. This is why NPA defines mobilisation as an outcome.

In the period from 2016-2019, 89% of partners participated in alliances, 84% organised campaigns, and 80% initiated public debates. This indicates that partners have maintained a high level of mobilisation during the period.

The types of campaigns partners engage in varies, depending on the country specific context, responding to pressing issues and/or relevant processes. However, a majority of the campaigns fall under the label of governance and promoting civil and political rights, including women's and indigenous peoples' rights, participation, particularly of women and youth, in society and in electoral processes, and denouncing violence against women, harassment and imprisonment of social leaders and environmental and human rights defenders, and corruption. Another common topic for campaigning has been related to natural resources management, including access to and control over land and water, protesting against extractive industries and other interventions threatening peoples' lives, livelihoods, and the environment, including lack of prior and informed consent, due compensation, and corporate tax, and impunity of national and multi-national corporations.

Many country programmes report of an increase in partners' capacity to mobilise around common issues during the period, using a combination of strategies. In **El Salvador,** the social movement kept a relatively low profile after the FMLN was elected in 2009, so as not to destabilise a government considered an ally under attack from the right. However, during the period, they became more combative and achieved two important successes. In 2017, the Law Banning Metal Mining was passed, and in 2018 they managed to prevent the approval of a Water Law, intending to privatise water. Their success can be explained by a combination of strategies. Partners organised protest marches, rallies, and various media campaigns to enhance peoples' awareness on mining and water issues. Another relevant factor was to extend the campaign beyond the capital city, achieving mobilisations throughout the country.

In **South Sudan**, CSOs, including many of NPA's partners, are increasingly working together and have made important alliances to secure civil society participation in the peace processes, through the South Sudan Civil Society Forum and the South Sudan Women's Coalition for Peace. Many partners have become savvier in their use of media, bringing attention to their issues of concern, which is no small feat considering the level of conflict and crackdown on civic space during the period. For instance, the #Anataban Campaign promoting peace, which started in 2016 and quickly transformed into a youth movement. South Sudan civil society also organised the first street protests in recent history with the Women's Silent March in Juba, in December 2017.

Street demonstrations are common for peoples' mobilisations in many countries, but in 2019, there was a global

upsurge of people protesting against social injustice. For instance, in **Ecuador**, the government's introduction of new, regressive economic policies, resulted in the biggest popular mobilisations Ecuador has seen in decades. During these mobilisations, the organisations used capacities developed over the past years, such as new and qualified leaderships, and ability to develop and present their messages, use social media, and to cooperate in alliances. Following the negotiations, resulting in the government repealing the decree and the protests ending, the social movement developed and presented an alternative economic proposal to the government, demonstrating responsibility and leadership (see result example).

In **Colombia**, road blocks, strikes and street protests have been an effective strategy for decades for organisations to have their opinions heard and to pressure governments to negotiate. Popular mobilisations have played an important role in the peace process and in resisting the governments' regressive economic and social policies, e.g. the many Mingas for indigenous people's rights, the Cumbre Agraria mobilisations for rural development and just peace, and the Afro-Colombian mobilisations in Buenaventura for improved basic public services. In 2019, Colombia experienced the most massive street mobilisations since 1977 (see result example), protesting against revisions of labour laws, the lack of implementation of the peace agreement, and the continuously increasing assassinations of social leaders.

In **South Africa**, partners use alliances, campaigns and media engagement as a way of mobilising people. For instance, the Coalition of the Poor in KwaZulu Natal, in which Abahlali is active, used protest actions and media statements to expose corruption in Durban. The Right to Say No Campaign, addressing corporate abuse leading to land dispossession and loss of livelihoods, involved educating community leaders and activists, and mobilising around specific community cases. In all, more than 20 community cases were presented during the campaign.

In other countries, partners have struggled to maintain their level of mobilisation because of the adverse political conditions, thus having to adjust their methods. For instance, in **Cambodia** the significant increase in surveillance and limitations on democratic space, has posed challenges for all forms of mobilisation. However, partners have adapted to the situation, for instance by arranging low-key meetings in rice fields, private spaces or outside the country, or organising events under the guise of seemingly non-political gatherings. In **Myanmar**, engaging with alliances with potential to mobilise hundreds of CBOs at national, regional and local levels, such as MATA and PK, has been an efficient strategy to increase pressure on duty holders. After the events in Northern Rakhine State in 2017, Equality Myanmar (EQMM) played an important role to resist and prevent hate speech, especially against Rohingya population. They called on Facebook to put in place systems to prevent the spread of hate speech, and raised awareness about human rights to a large audience through weekly broadcasts on national TV, human rights events and social media campaigns. However, campaigning became more challenging during 2018 and 2019, due to restrictions imposed by the army, and imprisonment of many organising campaigns.

In **Mozambique**, partners documented human rights violation, and facilitated debates and meetings with local governments to raise awareness about their concerns. They also mobilised religious leaders, academics, authors and business leaders, to gain attention and add weight to their arguments. MULEIDE, and the alliance of women's rights organisations, have for many years campaigned for a revision of the family and inheritance laws to strengthen women's rights to land and properties. They organised debates in Parliament and on media channels, arranged advocacy meetings at the national assembly, and published reports on how the legislation negatively affects women's family and inheritance rights, and proposed a law to prevent child marriages (see result example). In **Iraq**, when a draft law legalising marriage of nine-year-old girls was presented to Parliament, IAA, as part of the Iraqi Women Network, mobilised against the draft law, engaging CSOs, activists, media, and women from different ethnic and religious groups. Thanks to the protests, the Iraqi Parliament voted against it. In **Bolivia**, as part of the women's political alliance, partners developed an agenda for gender equity with 51 proposals. They organised debates and marches, and broadcasted programmes on both national television and community radios. In June 2019, an agreement with the government was signed, prioritising 12 of the proposals, including a life free of violence, decent work, access to healthcare and education, and political participation and representation. As part of the agreement, a state institution to monitor, oversee and evaluate the compliance with the policy was established.

Strengthening partners' capacity to share information about and debate issues they are concerned with is important, hence developing communication strategies, enhancing political and technical communication skills, and access to share information, are core in many country programmes.

For instance, in Honduras and El Salvador, where mainstream media is dominated by a small elite, partners have campaigned for democratic access to frequencies and state support for community media, in particular radios. In **Bolivia**, CEFREC/CAIB carried out workshops on communication strategies with each of the five national organisations in the Unity Pact. These were followed by joint workshops to define the overall communication strategy for the Unity Pact, the proposal for the Indigenous Communication Law and the recognition of indigenous cinemas in the National Law for Cinematography and Audiovisual Art. The improved capacity for communication of the Unity Pact also gave them greater presence in the media. However, these processes experienced a serious blow after the tragic 2019 elections, where false allegations of electoral fraud sent President Morales in exile, facilitated a coup by the extreme right, and caused political chaos and violence, including targeted persecution of indigenous community radios.

In spite of the constant pressure and repression in **Honduras**, the organisations have developed new capacities that allow them to better face increased criminalisation. For instance, they have established a permanent legal team of young lawyers who observe, support and act in case of repression of protests or mobilisations. The organisations have also improved their capacities to document repression, taking videos and photos during public protests that have served as evidence, resulting in many social leaders and activists being freed without charge.

Most partners enter into alliances for mutual support, advocacy, and different forms of mobilisation in their countries, and some also internationally. However, while alliance building has been an effective tool in all countries, there are also challenges. For instance, in **Guatemala** alliances at national level have been difficult to achieve due to mistrust between organisations. However, partners recognise that it is necessary. There are several networks and alliances defending territories and natural resources, as well as indigenous women's rights, hence, people and organisations are gradually building trust. This may eventually result in more solid national alliances.

When asked about changes in the way of mobilising, many countries report increased use of social media and that social media, such as Facebook, Twitter, YouTube and WhatsApp, is increasingly used and has a stronger influence on public opinion. For instance, in 2019, the **Palestinian** youth organisation, REFORM, designed a dramedia campaign using street drama, where young people get

together in public places, using their bodies to send a message to decision makers. Hundreds of people were watching them live, and thousands followed them on social media. They sent messages about decreasing democratic space, and the negative impact the political split between the Palestinian Authority and Hamas has on the Palestinian unity and collective identity. In **Zimbabwe**, partners are also using increasingly popular digital media platforms to provide citizens with uncensored and credible information, and engage people to participate in political debates and mobilise to influence (see result example).

However, several programmes report concern that authorities are increasingly controlling social media and surveilling communication (see result example from South Africa), thus in this period, NPA has supported partner trainings in the use of social media and internet security in several country programmes.
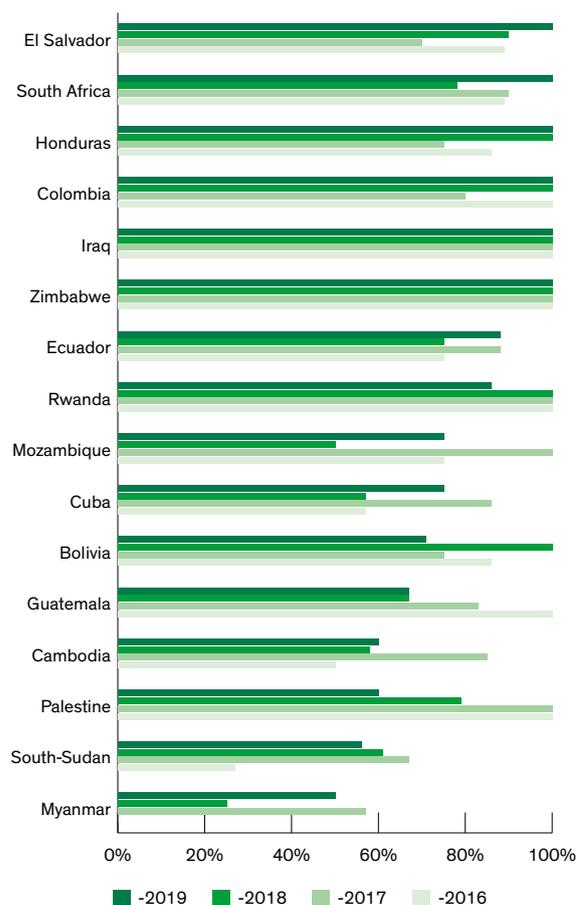
Share of total partners that organised campaigns by country.

Zimbabwe: Activism through online media platforms

In Zimbabwe, citizen participation in decision-making processes is low, due to lack of available information and credible platforms. Formally, different meetings are established for citizens to engage with local authorities and the constitution mandates citizen participation in e.g. public hearings and to attend committee meetings. However, due to the ruling elites desire to cling to power, restrictive legislation has been enacted to limit these civil liberties.

As restrictions intensified due to repression by the military, Magamba has developed the necessary tools and strategies to provide safe spaces to generate online dialogue and debate, with support from NPA. Magamba uses its increasingly popular digital media platforms, OpenParlyZW, FeedZW and Magamba-TV, to provide citizens with information that is uncensored and credible, and communicate with citizens nationally and in the diaspora. They also cooperated with other civil society partners to generate and disseminate information. For instance, CHRA and Magamba partnered with other residents' associations to conduct trainings for 410 citizens and 66 journalists on digital and evidence-based reporting, on a number of issues ranging from service delivery to budget tracking. Likewise, the findings in a service delivery gender audit report, commissioned by WLSA, were key in providing information to Magamba's digital platforms on issues of corruption and poor social service delivery.

This attributed to significant increase in well-informed political debate among citizens on social media. OpenParlyZW is one of the country's most popular reliable sources of information, reaching an estimated 146,000 citizens on a daily basis with livestreaming of parliamentary sessions and political debates. Citizens use the platform to engage with the decision makers and demand transparency and accountability.

Digital online platforms were also helpful in mobilising people. CHRA and Magamba worked together to engage 700,000 citizens online and make demands to the City of Harare to publicize credible and adequate information on issues of service delivery, management of public funds, and the council's accountability mechanisms. In 2019, they published findings revealing the City of Harare's irresponsible USD 20,000 sponsorship of a golf tournament and a USD 2,000,000 pledge to a local football club, at the expense of service delivery infrastructure. The story generated online debate and raised citizen's demands for accountable and transparent use of funds. Mounting pressure from citizens prompted the City of Harare to cancel the support to the golf tournament and the football club.

OpenParly has also been replicated by national CSOs in Zambia and Somalia, supported with funding from SIDA. Locally, future plans include decentralising Magamba's OpenParly to four major cities in Zimbabwe.

Even though social media activism in Zimbabwe has emerged as an important source of inquiry, criticism and tool for mobilisation, people and organisations who challenge authorities often suffer from arbitrary arrests, persecution and assault. There is need to expand programs to protect members, human rights defenders, activists, journalists and civil society representatives under attack during times of targeted repression and reprisal.

Magamba Network (2007) is a youth network established to enhance young people's participation in democratic processes through the use of alternative forms of media. NPA partner since 2015.

CHRA - Combined Harare Residents Association (1999) is a member-based umbrella organisation for the Harare area citizens' associations, with 85 000 members, co-ordinating residents demanding accountability and participation in local governance processes. NPA partner since 2016.

WLZA - Women and Law in Southern Africa (2011) is a member-based organisation working on advancing gender rights, women's empowerment, and land and natural resource rights to enhance food and livelihood security for rural women. NPA partner since 2013.

Costs: NPA supported activities related to this work with NOK 2,024,248 from 2016-2019.

Supporting documents:
https://www.parlzim.gov.zw/national-assembly-hansard/national-assembly-hansard-08-may-2019-vol-45-no-47
Liquid Telecoms Generation Z report 2018, page 15- https://www.liquidtelecom.com/information-centre/whitepapers/african-genera-tion-z-report
https://www.brandseye.com/news/sentiment-analysis-of-zimbabwean-political-crisis/
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http://harare.opencouncil.co.zw/2019/11/07/harare-city-volleyball-team-to-gobble-600k-in-malawi/
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We Pay You Deliver Consortium. (2017). State of Service Delivery Report: Cities at the Crossroads. Volume 1. Harare: Danish Church Aid - http://kubatana.net/wp-content/uploads/2017/10/Cities-at-the-Crossroads-Report-ZW.pdf

Ecuador: Social movement for a new economic model

In the aftermath of the October 2019 mobilisations, 200 social organisations from all over the country gathered to debate and develop a proposal for a new economic pathway for Ecuador.

In October 2019, massive demonstrations were ignited by a governmental decision to eliminate fuel subsidies and implement labour reforms imposed by the International Monetary Fund (IMF) in exchange for a loan. The protests began with the transport unions, followed by other social sectors, including the indigenous movement. They blocked the main roads and marched to the big cities to demand an annulment of the decree 833. The government responded with police brutality, leaving eleven people dead, 1,340 injured and 1,152 arrested. After eleven days, the UN and the church succeeded in mediating an agreement, whereby the president cancelled the decree and the demonstrations ended.

Popular organisations, led by CONAIE (Confederation of Indigenous Nationalities of Ecuador), including six NPA partners, acted fast and formed an alliance called "Peoples' parliament", with more than 200 popular organisations. Together they developed an economic proposal, presenting an alternative to the current neoliberal economic model. The proposal proposes to increase income tax collection, from 2.2% to 4%, for the 270 most powerful economic groups, to renegotiate State contracts with cell phone companies and oil companies to increase income, and it recommends to lift fuel subsides only when there is a plan on how to compensate the most affected sectors.

The proposal was presented to the country through a public delivery to the United Nations and the Catholic Church, the dialogue mediators, on October 31st. The reactions from the government, and other right-winged parties and business chambers, in mainstream and social media, were very antagonistic, accusing the proposal being against "the development" of Ecuador.

Throughout the period, NPA has supported partners in their efforts to strengthen their organisations by training new leaders, and build capacities to develop proposals and influence policies. The National Strike probed the popular organisations their renewed capacity to mobilise for common issues, and gave them the confidence to develop and discuss an alternative economic proposal for the entire country, as they knew they represented many people in rejecting neoliberal economic policies.

MICC - Indigenous and Campesino Movement of Cotopaxi (1986), a social organisation comprised of 560 communities, member of the national indigenous organisation CONAIE.

Pueblo Kayambi (2002), a social organisation comprised of 173 communities and five community-based water associations, in total 60 000 members, member of CONAIE.

KAWSAY- Foundation for Indigenous Cultures (2000), NGO working to strengthen organisational and identity process of indigenous peoples and nationalities.

UOCE - Union of Campesina Organisations of Esmeraldas (1978), an umbrella for 22 people's organisations in Esmeraldas province, representing 3 000 campesinos.

CNC-EA - National Campesino Coordinator "Eloy Alfaro" (1993), a national social organisation representing 5 provincial organisations and 8 local organisations in 13 provinces.

AUCC – Asamblea de Unidad Cantonal de Cotacachi (1997), is an umbrella organisation comprised by the popular organisations in the Cotacachi Municipality. Over the last 23 years it has practiced "participatory democracy".

Colombia: People protest against inequality and for peace

In October 2019, labour unions initiated a national strike to protest against neoliberal economic policies, including labour and pension reforms, and privatisation of remaining State companies. As social organisations and unorganised middle class joined the mobilisations, the demands expanded to include implementation of the peace agreement and an end to the assassinations of social leaders. The mobilisations that lasted until Christmas, are the largest in Colombia since 1977.

Since 2008, the popular movement, led by the indigenous, campesinos and Afro-Colombian organisations, has mobilised to demand their rights, oppose governmental economic policies, and call for political dialogue for peace. The underlying reason for mobilising is political, economic and social inequality, reflected in policies that benefit the elites and their interests, and lack of policies addressing the situation in rural areas, such as access to land and the endless violent conflict. Popular mobilisations were very strong in 2008, 2013, 2016 and 2018. However, they did not take place in the cities, and the urban population, who also suffer inequalities, were not very active. This changed in 2019.

NPA cooperates with five national organisations representing the people most affected by inequality and the conflict, indigenous peoples, campesinos and Afro-Colombians. The cooperation has focussed on supporting their organisational development and their efforts to influence politics and policies. Emphasis has been on internal organisational capacities, such as political education, collective developments of agendas and strategies, and women's participation, and external capacities such as alliance building and campaigns. For instance, all partners are part of the Agrarian Summit, the largest platform for rural social organisations in Colombia. In 2018 and 2019, the Agrarian Summit joined forces with other social sectors, such as labour unions, women organisations, the student movement, the political opposition, and faith-based organisations.

As the government continued to introduce regressive policies, the mobilisations grew stronger, and when the unions initiated a 2nd national strike on November 21st, all popular sectors, organised and not, decided to take to the streets to make their voices heard. All NPA partners participated in the mobilisations, and People's Congress, ONIC, CNA and PCN, are part of the National Strike Committee, which reflects their role and relevance in the struggle for a more just society. People's Congress launched the idea of a wide spread "cacerolazo" (pot-banging) to resist curfews and continue protests during nights. What was supposed to be a one-day strike, ended up in a 4-week national strike, mainly carried out in different cities across Colombia.

A significant difference in these mobilisations, as compared to previous, is that besides the size of the mobilisations, the majority of the people mobilising in the city streets do not belong to a union or a popular organisation, they are ordinary citizens that demand change. No one anticipated the huge rejection of the dire situation in Colombia.

ONIC - Indigenous Organization of Colombia (1982), represents 102 indigenous peoples organised in 49 regional and local organisations.
People's Congress (2010), a national umbrella organisation representing about 400 organisations.
PCN - Black Communities Process (1993), represents 120 Afro-Colombian organisations.
CNA - National Agrarian Coordinator (1993), comprises 48 regional campesino organisations.

Supporting documents:
https://nacla.org/news/2019/11/27/national-strike-colombia-paro-protests
https://peoplesdispatch.org/2019/12/13/dignity-on-the-streets-of-colombia/
https://www.jacobinmag.com/2019/12/colombia-protests-paro-nacional-ivan-duque-farc

Bolivia: Indigenous communication system at stake

After the 2019 elections, where false allegations of electoral fraud sent President Morales in exile, facilitated a coup by the extreme right, and caused political chaos and violence, the indigenous communication system played a significant role. It provided balanced and democratic information, and contributed to opening spaces for reflection and unity among the organisations, at a time when they were experiencing confusion and persecution.

Before 2011, 92% of radio and television frequencies in Bolivia were in private hands, linked to the main economic power groups. Indigenous peoples' lives and realities were poorly represented. As a result of mobilisation by the peasant indigenous movement, a new law democratising access to radio and television frequencies was introduced in 2011. The law established an equitable distribution of radio frequencies between private, state and social organisations, including indigenous. Finally, they had fair access to public communication, and community and indigenous radios have flourished since 2011.

The Unity Pact, together with Indigenous and Native Audio-visual Coordinator (CAIB) and CEFREC, created an alternative indigenous communication system to make communication a tool for organising and political influence. They have trained indigenous organisations in communication skills and transmitted television and radio programmes through public media channels and the organisations' radio stations.

The community and indigenous media turned out to be crucial when the post-electoral crisis hit Bolivia in October 2019. The self-declared new government immediately took control over half of the indigenous radios, which were still under state control due to incomplete administrative procedures. Violent youth groups attacked indigenous radios, burnt two radio stations and seriously harmed two journalists, working with the NPA's partner CSUTCB. One died a week later, and his death is still being investigated. Journalists were persecuted and accused of terrorism and treason for reporting on the 34 deaths caused by the military and police forces in the wake of the coup.

The alternative communication system was practically the only space coordinating joint initiatives and elaborating a strategy for the organisations to cope with this new violent context. It provided more balanced and democratic information, especially considering the diversity of peoples, cultures and languages. It also contributed strengthening the unity, the capacity for analysis and joint proposals for the organisations involved. People were better informed about the organisations' positions and concerns, and contributed to strengthening the mobilisation capacity, and combat the lack of coordination due to the repression the organisations and their media had to endure. It also contributed to opening a space for reflection among the organisations, at a time when they were confused and persecuted. It was fundamental that these media outlets were autonomous from the state and private media companies.

A lesson learnt, is that while the indigenous communication system combines technology and political training, there has been a lack of spaces for debate and critical support to the former government's actions.

CEFREC - Cinematography Education and Production Centre (1989) facilitates technical training in film and video for indigenous peoples in Bolivia, and assists in producing and distributing their work promoting their rights and positions. NPA partner since 2014.

Costs: NPA supported CEFREC with 1 082 073 NOK, in 2019, to cover the costs of equipment, technical and political workshops, administration, meetings and assemblies to strengthen alliances, and protection of radio equipment during the coup d'état.

Supporting documents:
https://www.elciudadano.com/latino-america/prensa-en-bolivia-cierre-de-medios-y-ley-de-sedicion-para-ocultar-el-golpe-de-estado-y-sus-muertos/12/03/
www.apcbolivia.org.

South Sudan: Community dialogues demilitarise minds

South Sudan Action Network on Small Arms (SSANSA) mobilised communities through stakeholder dialogues and awareness raising on civilian voluntary disarmament.

The proliferation of small weapons, which has been going on for decades, remains a key factor for the exacerbating violent conflict in South Sudan, with road robberies, inter-communal revenge, cattle raiding, carjacking, and murders, undermining political order and socio-economic progress.

To improve the situation, the government initiated a compulsory disarmament between 2006 – 2008, which people were against, and that resulted in conflict, casualties and loss of livelihoods. Hence, in 2019, NPA partner, SSANSA, started a national conversation among relevant stakeholders to rethink how a civilian disarmament process could take place in a voluntary, systematic and peaceful manner. SSANSA wanted to increase awareness on the negative impacts of arms possession and misuse, and designed a new approach that had buy-in from civilians, while engaging the state to provide security to unarmed communities.

With this new approach, SSANSA implemented a campaign called "Farwell to Arms", organising community dialogues in Kapoeta, Bor and Rumbek. The guided discussions covered topics such as the state of security, the role of small arms and light weapons, approaches to civilian disarmament and past experiences, and roles of relevant stakeholders. Over 1500 people attended the dialogues, including community members (men, women and youth), organised forces, parliamentarians, traditional authorities and local religious leaders. The awareness raised during these discussions on prospects for peaceful and voluntary civilian disarmament, resulted in public rallies featuring music, dance, and anti-gun speeches from several local leaders.

During the dialogues, members of organised forces, who repeatedly carried out forced civilian disarmament in the past, expressed willingness to cooperate with communities for peaceful and voluntary disarmament. Other stakeholders requested the involvement and consent of traditional authorities and community leadership during any disarmament process.

With support from NPA, SSANSA was able to document emerging issues from the three processes, and is currently compiling them into a report they will use to engage the Bureau for Community Security and Small Arms Control to develop a national strategy for civilian disarmament. These inputs are critical as the current R-ARCSS agreement, on the resolution of the conflict in South Sudan, mentions the need for civilian disarmament, but does not outline any specific details or provisions on how this should be done.

A key learning point from this case, is that regardless of the dynamics at the national level, local community members, who are tired of conflict, are ready to take ownership of processes aimed at ensuring sustainable peace in their communities. Any efforts to proceed with civilian disarmament at a national level needs to ensure there are adequate consultation at the local level, and participation by the communities themselves.

> **SSANSA - South Sudan Action Network on Small Arms** (2005) is a national network of civil society organisations from across South Sudan campaigning against armed violence. It works with civil society, religious groups and the government to help address the problems posed to community security as a result of armed violence.
> NPA partner since 2017.
>
> **Costs:** In 2019, SSANSA was supported with NOK 297,500 for its work. Beyond the financial support, NPA coached all its partners on how to run a campaign that can create impact

Supporting documents:
https://twitter.com/SSANSAonline/status/1186559974035644417?s=20
https://twitter.com/SSANSAonline/status/1189840754207854592?s=20
https://twitter.com/DukeGeoffrey/status/1187035407524999176?s=20
https://www.facebook.com/ssansasec/posts/3074490569234317

2.3 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. Among NPA's partners there are 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 a community, or in a country. Therefore, NPA supports partner organisations to increase their memberships or constituencies. Political training is another tool to make organising for a common cause more effective. In several country programmes, political training is one of the most important activities to strengthen partner organisations. The trainings contribute to building organisational, technical and political skills, but also to motivate members, and to develop unity and purpose.

In the period 2016-2019 51 partners, representing 26% of the total number of partners, had an increase of more than 10% in membership. Not all partners have members, and not all those with members aim to increase their members. There are different reasons for this, some partners consider the risk of infiltration too high, others consider all members in the community members, and some organisations have other priorities.

During this period, we have learnt that counting members is more challenging than expected. Most organisations do not have proper centralised registers of members, and do not prioritise to have one, but people identify as members of the organisation. Many partners are considered territorial organisations, particularly indigenous organisations, in which potential members are limited to a geographical area. Sometimes whole communities may be considered members, partners do not register individual members, or only register leaders at different levels. In some countries, organisations may avoid membership registers for political reasons, while others seek alliances with others to gain weight.

Examples of partner organisations that have grown substantially in members and influence during the period are found in several country programmes. For instance, in **Guatemala**, CODECA's membership has grown like never before, and they now have about 100 000 members in 20 departments of the country, an increase of 25 000 since 2017. Through presenting two indigenous women as candidates in the 2019 general elections, with great success (see result example), and their struggle for a new Constitution, they have reached new social sectors, including urban people. Moreover, the government's criminalisation of CODECA, has in fact attracted more people to the organisation. Abahlali, a shack-dwellers' movement in **South Africa**, has grown from approximately 20 000 members in 2016 to 75 000 in 2019, and from 49 branches in 2018 to 70 in 2019. Abahlali has attracted new members through their active participation in media, protest marches, and national events, and people and communities that have occupied land, approach Abahali for membership and support. In **Zimbabwe**, five partners increased their member base with more than 10 % from 2016 to 2019. For instance, ZCIEA, organising people in the informal sector, grew from 93 660 to 292 560, as a result of peer recruitment and the solidarity and assistance members receive from the organisation. WLZ's membership growth from 13 000 to 23 750, is a result of their significant achievements in securing women's access to land and more economic independence. In **El Salvador**, FECORA, a federation of cooperatives, has increased their members from 12 cooperatives, with 526 associates, to 25 cooperatives, with 990 associates (see result example).

However, increasing membership also put strains on the organisations' capacity to follow up, especially the organisations that primarily operate with volunteers and few economic resources. Growing is challenging, but it also gives legitimacy, strength and sustainability. While NPA support may have contributed to the organisations' growth, the main reasons are found in the organisations' own strategies. In **Mozambique**, NPA supported UNAC to set up a system to register members,and the organisation increased its member base with 40% during the period.

Several programme evaluations recommend increased support and dialogue on internal organisational issues in partner organisations, such as internal power balances, conflicts and gender inequality. While many NPA programmes provide such support, internal organisational issues may be sensitive areas. In some contexts, NPA staff might find such issues difficult to address, and some partners may not want to discuss internal governance issues with donors. The **Southern Africa** evaluation (2018) concludes that NPA has contributed to improving partner organisations' capacity, internal democracy and unity, commitment to gender equality, and opportunities for

networking. In **South Sudan**, NPA had political dialogues with our membership-based partners and conducted a survey (2017) on how they motivate and communicate with their members and include them in decision making processes. However, the NGO-isation of civil society is a significant challenge in South Sudan, largely due to increasing legal and contractual demands from donors and INGOs. Some NPA partners, who were originally member-based organisations, shifted towards the NGO model due to pressures and expectations from those who fund and support them. Moreover, the end-line evaluation found that the programme has contributed to strengthening partners internal democratic structures and capacities through different means of support. One evidence of the improvement is that board members became active in monitoring the organisations' policy implementation. In **Mozambique**, partners have become more effective due to their increased capacity to establish networks and maintain open dialogues with their constituencies, including facilitating exchanges of experiences. In **MENA**, the case of ANND (Arab NGO Network), NPA and partner agreed to contract an external consultant to do an assessment of the network, including governance participation and working methods. The report provided a good platform for continued dialogue and to strengthen the network.

Political training is an important tool in most programmes to support partners efforts to strengthen their organisational capacities, such as internal democracy and unity, and to develop leadership skills and competence on socio-economic and political issues. For many partners, training programmes is also an instrument to increase their membership or constituencies, and their capacity to mobilise and be more effective in their work. The content, length and depth of such training programmes vary substantially, making it difficult to provide comparable numbers of how many people that have been trained.

However, during the period, 133 partners reported on having political training programmes, 108 (89) partners in 2019. During the period, approximately 173 400 people participated in different training programmes, with an average 55% women. In 2019, 52.400 people (61% women) participated in training programmes.

Evaluations from several country programmes refer to the effect and the quality of the training programmes. In **Myanmar**, partners were assessed to have effectively used political training programmes to organise and mobilise

individuals. The evaluations of political training programmes in **El Salvador** and **Ecuador**, conclude that the expected quantitative and qualitative results were achieved. Communication and political training activities have contributed to mobilise people, change laws, enhance new values, including gender, ecology, and agro-ecology, and to foster solidarity. The participants in training programmes are more critical, more prepared, and with higher self-esteem. Furthermore, the training programmes have contributed to increase women and youth participation, shared values of solidarity and equality, and debates about coexistence without discrimination or damaging nature.
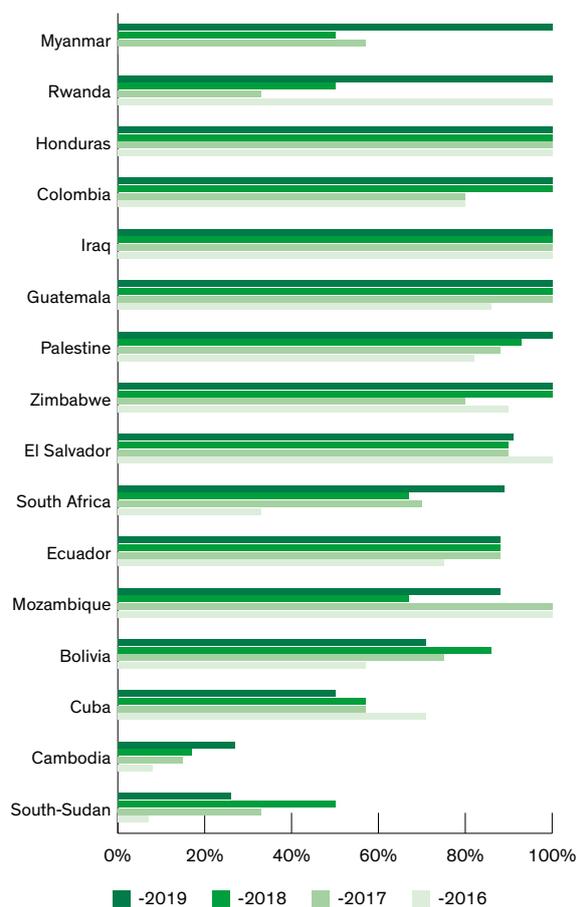
Share of total partners with political training programme per year

Although reports and evaluations confirm that training programmes have rendered results, there is also room for improvements. Among the main recommendations in

El Salvador, was that political training has to be connected to the everyday activities of the organisations and the participants, to provide better understanding of politics and social practices. Hence, partners were advised to diversify the participants, and develop a different training programme for each level of the organisations, such as management, activists, and grassroots, and integrate the concrete activities each partner is engaged in, for instance, agro-ecology, communication, and human rights, into the trainings.

In **Colombia**, partners have also focused on improving the quality of their political training programmes during the period. EFIN, the roving political school of ONIC (National Organisation for Indigenous Peoples in Colombia), established in 2004 with NPA support, has trained over 10.000 indigenous men and women. An evaluation in 2019, recommended that EFIN should organise both roving schools in the territories and centralised trainings for leaders and trainers.

In addition to political training, NPA supports strengthening of partners' internal structures, such as congresses and assemblies, which constitute the core of the organisations' governance structures. At these events they exert accountability from elected leaders, renew their leaderships, reaffirm their membership nature, and discuss their political agendas, mandates and strategies, the challenges they face and their role in the context.

The expected results of women's participation as members, and in the board of the organisations, have almost been met, with 54% women members and 44% women on the boards. These numbers are an average, and to interpret the numbers we must keep in mind that 17% of the partner organisations with members, are women organisations.

Enhancing women participation and leadership in partner organisations and in society as a whole, is core in many country programmes. Please refer to chapter 3.2 Cross-cutting issues for more information.

had political training programmes	72 %, 71 %, 66 %, 62 %
initiated public debates in media	66 %, 68 %, 64 %, 72 %
organised campaigns	77 %, 74 %, 82 %, 77 %
participated in alliances	83 %, 81 %, 82 %, 87 %
proposals included in policies	39 %, 41 %, 38 %, 34 %
presented proposals	57 %, 56 %, 61 %, 62 %

■ 2019 ■ 2018 ■ 2017 ■ 2016
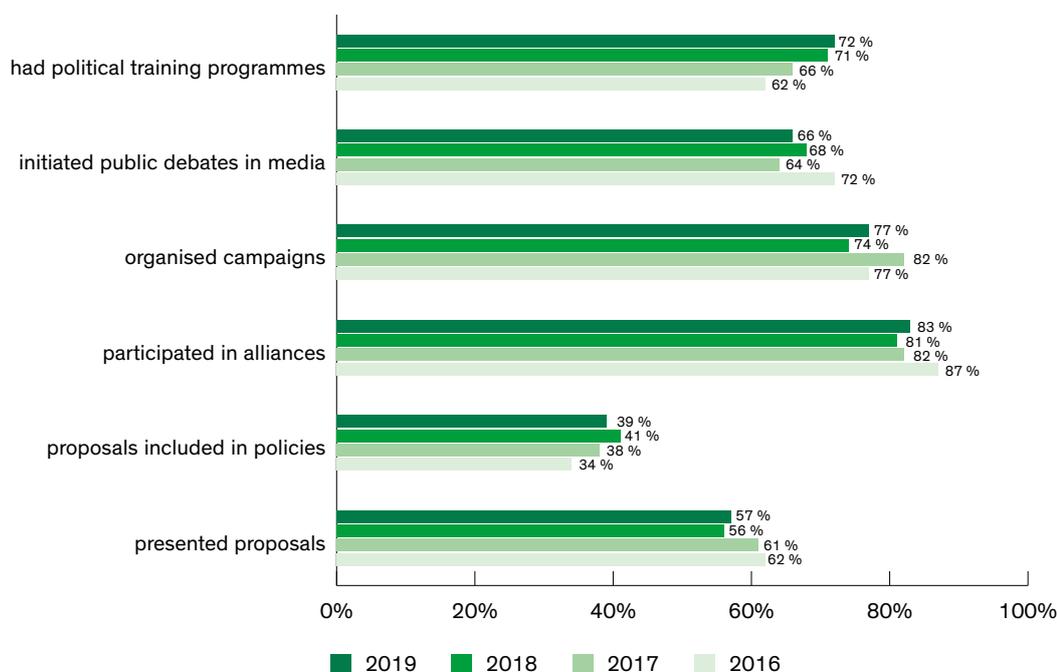
Achievement of outcome indicators - Share of total partners per year

El Salvador: Stronger cooperative organising

Since 2016, FECORA, a federation of cooperatives in the La Paz and San Vicente provinces, has increased their members significantly, from 12 cooperatives, with 526 associates, to 25 cooperatives, with 990 associates, women and youth participation also increased.

Approximately 40% of El Salvador's food production comes from the cooperative sector, made up of small-scale producers. While large private companies favour crops for export, 75% of the cooperatives produce food for the domestic market. In 2016, CONFRAS (Confederation of Salvadoran Agrarian Reform Federations) identified three important challenges in the cooperative sector: aging members, low participation of women, and low level of union affiliation. The nine federations that formed CONFRAS in 2016, represented 105 cooperatives, only 32% of the 330 cooperatives in the country.

Therefore, NPA agreed with CONFRAS to initiate cooperation with in one of its federations, FECORA (Federation of Agrarian Reform Cooperatives "Anastasio Aquino"), supporting its organisational work, and its efforts to increase number of members by incorporating already existing agricultural cooperatives in the area, and establishing new. They also wanted to initiate a new cooperative exclusively for women and another exclusively for young people. The goal was to reach 22 cooperatives in 2019.

FECORA developed political and cooperative training programs, reaching approximately 750 people during the period. They organised awareness visits to non-federative cooperatives, provided legal advice and economic feasibility studies for small productive investments, and provided small funds. They also strengthened their alliances with other social organisations and participated in regional and national mobilisations.

By 2019, FECORA had 25 legally registered cooperatives, a 108% increase, and the number of associated farmers increased by 88%. Although less than expected, there was also a slight increase in women (from 24 to 32%) and youth participation (15 to 22%). At least seven of the 25 cooperatives are now chaired by young people. However, creating new cooperatives made up of young people and women, as well as incorporating them into existing cooperatives, was more challenging than expected, primarily due to lack of land. Hence, women and young people have primarily been integrated by engaging in productive activities that do not require new areas of land.

Both existing and new cooperatives recognise how important it is to be organised in a federation to succeed in their claims towards the State. However, for FECORA to effectively accompany all its cooperatives, the growth of membership cannot continue to increase unless FECORAS organisational capacity increases. Further, although FECORA is stronger organisationally, they lack economic sustainability. Cooperative fees are low and did not increase during the period. Improving in this aspect, is one of the expected outcomes in the coming period.

> **FECORA - Federation of Agrarian Reform Cooperatives "Anastasio Aquino"**, is one of the nine federations of cooperatives that make up CONFRAS (Confederation of Salvadoran Agrarian Reform Federations).
>
> **Costs:** NPA financial support to CONFRAS / FECORA 2016-2019 was NOK 1.600.000, for training, awareness visits, assemblies, and meetings and exchanges with other social organisations. NPA was the only donor in the period.

Supporting documents:
2018, FECORA mobilizes against Integral Water Law https://www.facebook.com/863324260404674/posts/2078007222269699/
2017: CONFRAS achievements (video in Spanish) https://www.youtube.com/watch?v=MHIUfHw0s74

Cuba: Building environmental awareness

CEPRODESO has grown to become a recognised institution on popular environmental education, in Cuba and in the region, contributed significantly to raising awareness on environmental degradation – and indirectly influenced public policies.

The province of Pinar del Rio, with approximately 600,000 inhabitants, is suffering severe environmental degradation. Water sources are scarce, there is acidification of the soil, deforestation and pollution from metal mining. Since 1999, CEPRODESO has trained the population and state institutions in the province, to influence environmental policies and promote participatory environmental management. Their work has broadened awareness about environmental issues, mainly in the province of Pinar del Rio, but also at the national and Latin American level.

During the 2016-2019 period, CEPRODESO organised different training courses for approximately 400 social leaders and officials, including the provincial and municipal governments, and the provincial school of the Communist Party of Cuba (CCP). They coordinated the national Network of Environmental Popular Education (NPEP), and incorporated political ecology in the curriculum at the national University and in training programs of the provincial government and the Communist Party. They also presented critical environmental diagnoses to mining and agroindustry companies, developed numerous campaigns, and accompanied 10 popular councils in community environmental management projects, such as water projects, recycling, reforestation, and sustainable tourism. For instance, in joining efforts, the Popular Councils, Municipal and Provincial governments, and companies, succeeded in cleaning up 6 km of coastline.

CEPRODESO's prestige has grown in Latin America. In the last Latin American Encounter of Experiences of Environmental Popular Education 49 Cubans, from 19 organisations, and 26 Latin Americans, from 11 countries, participated. CEPRODESO is also the leading actor of Friends of the Earth International in the Caribbean region.

Environmental organisations with a critical focus, such as CEPRODESO, do not suffer repression in Cuba, but the vertical political system leaves little room for direct influence on public policies from CSOs, networks and even decentralised institutions. Therefore, awareness rising of people and official representatives is essential.

CEPRODESO - Centre of Education and Promotion for Sustainable development (1999), is an institution specialised in political ecology and environmental popular education. With its small team of educators, it has become recognised both in Cuba and Latin American. Partner with NPA since 2007. The cooperation has contributed substantially to its institutional strengthening.

Costs: NPA financial support to CEPRODESO during the 2016-2019 period was NOK 650 000. It was the only external support the institution received. Salaries and other expenses in national currency are financed by the Cuban State.

Articles digital media:
CEPRODOSO on its 20th Anniversary (Spanish):
http://www.guerrillero.cu/pinar-del-rio/8083-ceprodeso-en-su-aniversario-xx.html
CEPRODESO: "We build a society that loves and respects all forms of life and itself" (Spanish):
https://www.periodismodebarrio.org/2017/06/ceprodeso-construimos-una-sociedad-que-ame-y-respete-todas-las-formas-de-vida-y-a-si-misma/

Honduras: Municipalities decleared free of mines and dams

Honduras faces tremendous pressure on environment and society. More than 40% of the country is under concession for mining and hydroelectric dams. To stop exploitation of natural resources, local communities mobilised for territories free of extractive projects.

In 2012, the National Congress declared an area of the Botaderos Mountain in Colon region protected, but the following year they withdrew the status from parts of the area to open the door to mining concessions. Tocoa municipality is inhabited by more than 120,000 people. When the mining operations began in 2014, the water and river banks of Guapinol river, which people and farmers in the region depend on, were polluted.

In 2017, community members, with support from COPA, began protesting against the mining. The mining company responded by increasing the number of private guards, paying community members to spy on their neighbours, and pressured the government to militarize the region. The local government and the state responded with brutal repression and imprisoned 31 local leaders, of which eight remain in jail. As a result, other communities, organisations, and the church, joined the protests and formed a municipal committee demanding the municipality was declared a territory free of mining.

They managed to mobilise substantial pressure on local authorities. In 2019, Tocoa municipality declared itself free of mining, stopping any new extractive projects and opening the possibility to close existing. A bit further north, in Arizona municipality in Atlántida, where 17 mining projects were underway, a similar process took place. People feared the mining companies would monopolise their water system, and contaminate the rivers providing water to 17 towns, with 31 000 inhabitants. In addition, four hydroelectric plants have provoked resistance from the communities. When companies pollute water and change the river streams, it affects food cultivation, fish stocks, and the environment.

In 2015, MADJ began training affected communities about their rights, and how to protect natural resources, and helped them found a local MADJ chapter. They set up a community campground to surveil the project and impede it from moving forward, and helped them present public complaints to the state. The mayor (representing the opposition), sectors of the church, ERIC and other community organisations, contributed by sharing information about the negative consequences of extractive projects in community meetings, community radios and during protests and road blocks. On behalf of the companies, police and paramilitaries attacked and threatened the protesters. 12 community leaders were persecuted, and later released, but the mayor's lawyer was assassinated.

After four years of mobilization, and thanks to the unity, perseverance and bravery of local leaders and MADJ members, the municipality of Arizona declared itself a territory free of mining and hydroelectric dams in April 2019. The affected communities, along with strong organisations, capable leaders, and a high level of consciousness and understanding about the threats of mining, triggered a strong movement against extractive projects that not even repression and criminalisation was able to stop.

NPA supported partners' advocacy work, political training and local alliances, awareness rising campaigns, national and international reports denouncing human rights violations, legal defence, and spaces for dialogue to maintain national solidarity. NPA also engaged in political dialogue, which was fundamental for encouraging trust among the different actors.

> **MADJ - Movimiento Amplio de Dignidad y Justicia** (2008), is an NGO formed to fight public corruption.
> **COPA - Coordinadora de Organizaciones Populares del Aguán** (1996), is an umbrella organisation, formed to coordinate social organisations in Aguán Vally.
>
> **Costs:** NPA support to MADJ and COPA of about 1 110 000 NOK, included campaigns, assemblies and advocacy work, training, reports, radio stations and legal defence for criminalised leaders.

Supporting documents: https://www.facebook.com/copa.aguan
https://movimientom4.org/2018/09/comunicado-copa-empresa-inversiones-los-pinares-con-capital-financiero-nacional-e-internacional-y-familia-facusse-contrata-grupos-armados-y-derrama-sangre-en-tocoa-colon/
https://criterio.hn/tocoa-es-declarada-libre-de-mineria-pero-proyecto-conflictivo-sigue-firme/
https://www.laprensa.hn/honduras/1271968-410/declaran-municipio-arizona-libre-concesiones-mineras-honduras
https://www.xplorhonduras.com/municipios-libres-de-mineria-en-honduras/
https://www.facebook.com/Radio-Dignidad-764612176953998/?__tn__=%2Cd%2CP-R&eid=ARB44oUuLVLGRwS0yAwpd-kO-YXn-k38×AlcZ7×ZuNLABiunE1XuwTchrzRtcvCVZM1qgEF3ZhFP2IE0Q

Rwanda: Cooperation improves work against Gender-Based Violence

NPA partners combined efforts and formed an Ending-Domestic Violence (EDV) Partners Consortium to monitor local government implementation of GBV (gender-based violence) policy and advocate for local improvements. By joining forces, across multiple districts, they contributed to significant improvements in implementation of GBV prevention and response mechanisms, accountability of service providers, and to influence the review of the National gender policy.

The NPA mid-term review found that partners were individually doing good work towards the same goal, but their actions were scattered and uncoordinated. It also found that partners were missing opportunities to learn from each other, because they were not aware of each other's work.

Five partners working across five districts, and two partners working at the national level, established the EDV Consortium to coordinate their local actions and share experiences, to influence the implementation of the national gender policy and strengthen GBV prevention and response mechanisms. They developed a joint proposal for a project called "*Strengthening Gender Based Violence Prevention and Response Mechanisms 2019'*, with common goals and outcomes. Partners participated in each other's agendas, collected evidence from their area of intervention, shared findings during quarterly review meetings, and strategised together on how to advocate at national level.

By working together, partners successfully influenced the review of the national gender policy. When the draft policy review was presented, it included all the recommendations provided by the consortium, including ensuring engagement of men in policy development, defining clear responsibilities in anti-GBV structures, and providing capacity building and resources for policy implementation.

NPA facilitated reflection among partners on the findings and recommendations from the mid-term review and platforms for collaborative strategy development. NPA also supported partners during the development of the proposal, coordinating activities and in monitoring and evaluating the program.

Many organisations believe that large, expensive, scientific research is required to conduct successful advocacy, but the EDV consortium demonstrated that through a harmonized approach, they could conduct fruitful advocacy with an evidence base collected through their own grassroots work.

RWN - Rwanda Women's Network (1997) is an umbrella organisation with 52 grassroots associations and 1967 individual members working to promote socio-economic welfare of women.

Profemmes Twese Hamwe (1992) is an umbrella of women's organisations advocating for gender responsive government policy and budgeting, and promote women in leadership in society and government.

RWAMREC (2006) is a CSO with a key mission is to engage men in achieving gender equality, combatting GBV, and promoting 'positive masculinity'. They also advocate for and facilitate citizen participation in public decision-making processes.

COPORWA (1995) is a CSO with a mission to strengthen the capacity of the historically marginalised Batwa people to participate in social, economic and political affairs.

AJPRODHO - Association de la Jeunesse pour la Promotion des Droits de l'Homme et le Développement (1997) is an NGO with a mission to empower youth to promote human rights and advocate for socio-economic improvement of society.

TUBIBE AMAHORO (2000) is an NGO with a mission to contribute towards social education of local communities, resolution of land conflicts, and training on human rights and gender issues.

PAXPRESS (2006) is a media NGO founded by Rwandan journalists reporting on citizen issues and building capacity of media to do so.

Costs: The cost of the coordination mechanisms for partners to meet, plan and attend events was around 50,000 NOK.

2.4 Project implementation

Most of the programme countries are fragile and politically unstable, some are prone to natural disasters, and many struggle with rife corruption and impunity. Some countries have dysfunctional and/or oppressive regimes, others experience long-term political and/or military conflict and some experience humanitarian crisis. The increasing restrictions for organisations, and the clamp down on social leaders, and environmental and human rights defenders, are huge threats to freedom of associations and expression in many countries.

In many programme countries the political context is volatile and rapidly changing. Sometimes the political agenda is difficult to predict, it might suddenly change, or processes take longer than anticipated. There may be a political coup, a natural disaster, or increasing surveillance and persecution of partners. Hence, NPA's partners must have the capacity to adapt, and NPA must have a flexible approach to partners' shifting needs in changing contexts.

In some countries, changes may be sudden and require immediate responses. For instance, when the cyclones hit **Southern Africa** in 2019, with devastating effects for small-scale farmers and farm workers, land resources and human lives, programme implementation in the region was affected and plans adjusted. In **South Africa**, TCOE increased its training and awareness raising on climate change, and some funds were allocated to Abahlali to rebuild damaged houses and replace canvases. In **Zimbabwe**, drought and recurring cholera outbreaks throughout the period also hindered or delayed project activities, and plans had to be adjusted. After the Furakawa scandal broke in **Ecuador** in 2019, revealing a shocking case of modern slavery, NPA reallocated additional funds to CNC-EA, to support the initial organising of the affected workers. When partners in **Bolivia** were directly affected by the violent political context following the coup d'état in October 2019, plans were adjusted to respond to emergency needs, such as repairing partner offices that were burnt, moving radio equipment to safe houses, and presenting legal complaints.

Further, prior to the municipal elections in **Palestine**, in 2017, two partners in the West Bank and Gaza wanted to revise their plans to train observers to monitor the elections, and to raise men and women's awareness on women and young peoples' right to vote. NPA rapidly approved the partners' requests, and tried to reallocate and mobilise other resources to supported their revised

plans. Despite the elections being cancelled in Gaza, due to the political tensions between Hamas and Palestinian Authorities, partners carried out the revised trainings and awareness raising as planned.

In other countries, instability has affected programme implementation throughout the period, and oftentimes before, requiring an ongoing alertness from partners and NPA to be flexible, adjust plans and respond to threats. Such is the case in **Honduras**, with the assassination of Berta Caceres and prosecution of her murderers, the militarisation of the Aguan region, the post 2018-election crisis, and the continuous threats against leaders and members of partners. Similarly, in **Colombia**, the persecutions, arbitrary arrests, and assassinations of social leaders and environmental and human rights defenders have worsened during the period. Since the peace accord was signed in 2016 until February 20th, 2020, 817 social leaders have been killed, including in several partner organisations. Indigenous leaders, the indigenous guards, and small farmers in conflict ridden regions, are particularly targeted. In **Zimbabwe**, the already dire situation worsened drastically after the August 2018 elections, and several partners experienced increased surveillance and harassment by the police and army. Although these risks were anticipated, the severity was not. Hence, some partners could not implement all planned activities, and their unspent funds were reallocated to other partners who ensured programme targets were met. In these three cases, and others, NPA supported partners experiencing persecution and/or prosecution with various safety and security measures, including temporary exile and legal counselling.

All country programmes implemented according to plans. Although many report on changing partners and adjusting plans, none report on deviations that will affect the expected outcomes. Sometimes there are internal reasons for changing a partner, such as democratic deficiencies, internal conflicts, mismanagement or fraud. Other times it may be due to external factors, for instance a changing context requiring partners with different capacities, agendas or alliances. It may also be that the partnership has fulfilled its purpose. NPA had planned to systematise partner organisational experiences, to be shared with other partners for reflection and learning. Internally, at NPA programme seminars, this was done through discussions on, for instance, how different organisations recruit members and elect their representatives. We will continue to develop our methods to share organisational experiences.

Out of the 16 countries where NPA works under the cooperation agreement with Norad, 14 are below the 93rd splace in the 2019 Transparency International Corruption Perception Index. In addition, several partners have weak management systems, hence financial mismanagement is a continuous risk. Therefore, financial assessment and financial support are important aspects of NPA's cooperation with partners. The Partner Financial Assessment Tool (PFAT) is used systematically, and NPA follows up when there is needs for improvement. During 2019, NPA also developed a Partner Financial Risk Mitigation Tool, which will further enhance our work in this area. The tool consists of two parts, the first is an overview of NPA risk reducing measures, and the second is a tool for how to handle different types of financial risk elements related to partners' work. The tool was piloted in 2019 and will be implemented in 2020.

During the 2016-2019 period, NPA has reported 16 cases of suspected mismanagement and/or corruption to Norad. Five of these have resulted in termination of further cooperation. In the other cases, NPA has continued cooperating with the partners in question with action plans to strengthen administrative procedures and internal control.

NPA has had a focus on systematically strengthening our anti-corruption work, which has been ongoing since 2015, to be better prepared to handle new cases more consistently and in line with our internal reporting and processing deadlines. During 2019, we were able to catch up our back-log of cases from previous years, and were á jour on cases for 2018. Unfortunately, a small backlog has built up again, but this will be followed up by June 2020. NPA has a good and open dialogue and cooperation with Norad in this work, and has taken note that we must improve on timely reporting. NPA has taken an active part in promoting donor coordination and transparency, and the cooperation between Norwegian organisations has improved during the period.

In our work to strengthen civil society organisations, NPA aims to channel most of the funds directly to our cooperating partners. This requires that we have systems in place to secure that funds are spent according to our own regulations and Norad's terms and conditions, while also ensuring that we cooperate with organisations that are representative or legitimate, and have the potential to influence for change. In the reporting period our aim was that minimum 60 % of the project costs are transferred directly to partners. We have fulfilled this aim, with the exceptions of South Sudan and the global project Partnership to Influence Democratisation (PID). The accounts for 2019 show that NPA in total transferred 56 % of the project costs as direct partner transfers, and this share increases to 62,5 % if South-Sudan and PID are excluded. The low percentages in the case of South Sudan, is primarily due to partners lacking sufficient financial capacity to manage the funds on their own. Due to the nature of the programme, PID is not expected to have a high transfer to partners. The percentages mentioned do not include other partner related expenses that were covered by NPA, like travel costs covered directly by PID, NPA partner capacity building, and joint meetings between partners organised by NPA.

2.5 NPA's added value

NPA develops country programme strategies based on a profound analysis of the context in each country, including an analysis of power relations, the various actors and the roles they play in ongoing social and political processes. NPA has solid experience in collaboration with civil society organisations and a strong partnership approach that emphasises to share complementary resources for a common cause. NPA's experience is that the most effective way to strengthen civil society organisations is to establish respectful partnerships and to identify, in cooperation with partners, what areas of work to support. To ensure ownership, legitimacy and sustainability, it is important that the partners define their own agendas. NPA's contextual knowledge and partnership approach are added values.

The cross-cutting evaluation done by FAFO (2018) concluded that NPA has a very well thought through over-arching "theory of change" for its international development work, which stands out from the mainstream development organisations' approaches to development. The evaluator states that NPA's clear principle of supporting partners' own priorities and strategies, rather than directing priorities or approaches from the outside, most probably provides power to actors who, without NPA's type of support, might have had few opportunities to carry out their work. The INTRAC evaluation (2019), based on in-depth reviews of partners' influencing processes, concluded that: "We think that the NPA approach to partnership is the right one: supporting partners' agendas rather than imposing its own, a certain degree of flexibility of funding, and defence of space for civil society, which contributes to its partners achieving influencing s u c c e s s e s ”

For NPA, partners' ownership to the content of our cooperation is core. In most of the countries we work, the context is constantly changing and the partners must change with them. NPA cooperates with partners to revise and adjust plans to make the support as relevant, legitimate and sustainable as possible (see 2.4). Several programme evaluations confirm this added value, including the cross-cutting evaluation by FAFO, which states that the compliance of NPA's and partner's vision and understanding of the partnership is impressive. Flexibility has also proved to play an important role in restricted contexts. For instance, LICHADO in **Cambodia** stated that when the space for influencing was closing in 2018, NPA was one of the few donors to support necessary protective actions. It shows that even when a partner had several INGOs partners, NPA played a significant role with small funds.

An expected result for NPA for the programme period 2016-2019, is that partners influence decision-makers. Although attribution is difficult to assess when influencing political processes, in a survey conducted by INTRAC, in the 2019 evaluation, two thirds of the partners stated that NPA support had been crucial to achieve the results. In the 17 influencing outcomes they investigated (including the 12 case studies), NPA's support played a crucial role in five, a contributing role in ten, and a limited role in three.

NPA emphasises organisational strengthening as a method to enhance the role organisations play in the social and political processes they engage in. Organisational development processes must be owned by the organisation itself. NPA and partners regularly engage in dialogues to assess five dimensions of organisational capacity: 1. The policy of the organisation, refers e.g. to its values, its capacity to analyse and relate to the context, and clarity in strategy and agenda. 2. Their unity and internal democracy, includes communication between local and central chapters, recruitment of members, balanced representation (e.g. gender, youth, geography and organisational level) in boards, committees and political training. 3. Their capacity to influence and make changes, including combined strategies to seek influence, develop policy proposals, access media channels, and carry out awareness-raising activities. 4. Their capacity to relate and establish alliances with others who share their goals. 5. Their technical and administrative capacities. Based on this dialogue, NPA and the partner agree on how to cooperate to strengthen the organisation. We have found that this approach is useful, and well received by partners.

Several mid-term evaluations mention the importance of NPA's work to strengthen partner organisations, and some stress that NPA should put even more emphasis on needs-based capacity building. NPA's role in organisational strengthening is to maintain a critical political dialogue to encourage partners to learn from their experiences, to reflect on political and social processes in their societies, and to adapt their strategies to changing contexts. NPA has broad networks in the countries and regions where we work, and internationally. We facilitate networking among partners and with other relevant actors and networks based on their own priorities and interests. When necessary, we coach and train partners to develop their technical and administrative capacities and we support partners in handling the compliance demands associated with receiving funds.

For instance, in **South Africa**, NPA facilitated linkages between partners and relevant experts to strengthen partners competence on issues they work on, organised workshops on corruption, sexual harassment, and financial accountability, and provided conflict resolution related to leadership issues. In **South Sudan**, NPA provided coaching, mentoring and trainings to the leading CSOs on campaigning, alliances and advocacy. NPA also supported the process that led to the formation of the SSCSF (South Sudan Civil Society Forum) and the Women's Coalition, and their participation in the HLRF peace process. The end-line evaluation in **Rwanda** also confirms NPA's added value through capacity building, facilitating learning and sharing sessions between partners to enable collective problem solving and coalition building, and conducting joint assessments to identify strengths and weaknesses in the programme, partnerships and partners' organisational development. In **Cambodia**, NPA engaged Gender Action for Development Cambodia (GADC) to organise a two-days workshop for the gender focal persons in eight partner organisations (23 participants/11 women), to promote gender equality and build synergies, through discussions, self- reflection, organisational and policy reflection, peer discussion and case studies.

In all country programmes, NPA organises annual partner meetings and facilitates exchange visits between partners that organise and mobilise around common issues, within the country or across countries, to share experiences and facilitate learning to strengthen their work. For instance, NPA's support and facilitation of bilateral contacts between partners in **South Africa**, **Mozambique** and **Zimbabwe** contributed to more cooperation between partners both

within and across borders. In the period 2016-2019, NPA supported 17 regional events organised by partners in **Central and South America**, to strengthen alliances, share experiences and build competence. For instance, NPA participated in the planning and implementation of the yearly Central American conference of community-based, popular media, involving several partners in the region. The 5th conference was organised in Honduras in 2019, gathering 50 delegates from four countries. NPA also facilitated for five delegates representing community radios in five countries, including partners', to spend a week in Cuba to participate in a panel at the International Meeting of Information and Communication Researchers (ICOM 2019) and meet NPA partners engaged in communication. In 2016 and 2018, when ONIC (EFIN) organised regional exchanges on indigenous political schools, with partners from Colombia, Ecuador and Bolivia, NPA contributed in the planning and implementation.

Although all country programmes facilitate partner meetings and networking, many of the evaluations highlight that partners would like even more platforms to meet each other share experiences. It is an added value partners want NPA to prioritise, in addition to organisational strengthening.

NPA is a political ally to partner organisations, which implies that we raise partner organisations' concerns, and/or advocate together with partner organisations in Norway and/or in relevant international processes. NPA has also facilitated for partners from several countries, including Zimbabwe, Honduras, Colombia, Guatemala, South Africa, South Sudan, Cambodia and Palestine, to meet politicians, authorities, journalists and other relevant stakeholders in Norway and/or other European countries to inform about their struggles and challenges, hopes and expectations. In some cases, international exposure and travel can provide some protection for partners that experience threats in their countries because of their work. NPA's role as an ally is an added value.

NPA has assumed a role as a watchdog for Norwegian investments in some programme countries, combining NPA's knowledge of Norwegian policies with partners' local knowledge and experience. In Honduras, partners and NPA have challenged Norfund to practice due diligence and proper consultation processes, to better understand the context, improve the development effects, and avoid contributing to human rights violations. Similarly, we have cooperated with the farm workers union in South Africa, to raise their concerns with respect to harmful working conditions with Vinmonopolet. In both cases, NPA has contributed to linking partners to Norwegian Labour Federations. In many of the countries partner organisations experience restrictions and threats. Depending on the context and situation, NPA will support efforts to prevent problems with restrictions to operate, and security and threats to partners' work and lives. It may imply legal assistance and political support, IT security, access to safe houses and/or assistance to leave an area or a country. Sometimes, it merely implies supporting them to maintain their survival as organisations, although their abilities to influence are limited or non-existent. During the period, NPA has on numerous occasions denounced persecutions and assassinations and alerted Norwegian authorities when partners are exposed to threats, arbitrary imprisonment, or killed.

3. Other issues

3.1 Cooperation with other donors and/or national/local authorities

Cooperation with other donors and authorities varies between countries. Some NPA country offices have civil society programmes, humanitarian assistance programmes and humanitarian demining programmes, like Myanmar, and Iraq; others run a combination of two programmes, like South Sudan and Zimbabwe; and some only one, like Bolivia and Rwanda. The level of cooperation with national and local authorities depends on the types of programmes, the context, and regulations and requirements.

For instance, the NPA programme in **Palestine**, relates to three powers holders. It is often a challenging balance, but essential to keep NPA's work running smoothly. The programme is in line with Palestinian Authority's priorities set in the Palestinian National Agenda, and the strategic priorities in the UN Development Assistance Framework (UNDAF) for Palestine. In **Rwanda** on the other hand, NPA's program is implemented in full cooperation with national and local authorities. Partners conduct consultations with local leaders while designing their proposals, both NPA and partners share reports with local and national level leaders, and NPA, partners and local and national authorities are invited to each other's events. In **Ecuador**, the NPA programme contributes to the rural development section in the Ecuadorian National Development Plan (NDP), and reports in great detail to the Ministry of Foreign Affairs on the cooperation project with each partner every year. However, the current government (2017-) has not followed the NDP, but rather enacted regressive economic policies, resulting in protests from the social movement, including partners. In **Colombia**, the NPA programme is not in line with the plans of Colombian authorities. While NPA's partners struggle to change the structural situation of inequality, the authorities often represent the interests of power groups seeking to maintain and exploit the status quo.

Some NPA civil society programmes have only Norad funding, while others have several donors. For some partners NPA is the only donor, for others NPA is one of many. All country programmes cooperate with other donors when relevant. For instance, in **Zimbabwe**, NPA initiated the formation of a development platform with similar smaller international non-government organisation, to map the work of CBOs under different funding partners and discuss collaboration to avoid overlaps and duplication. This platform is now also cooperating with the bigger multi-donor agencies platform. In **South Sudan**, NPA worked in close cooperation with likeminded INGOs supporting civil society engagement in the HLRF peace process to prevent competition and duplication, and improve the overall support to CSO actors.

3.2 Cross-cutting issues

In 2019, 100 partners in 15 country programmes actively defended and promoted **human rights**. However, in reality the number is higher because several partners have rather been registered as working with e.g. rights to land, indigenous peoples', minorities' and/or women's rights.

Common for NPA's country programmes is that the space for civil society, and human and environmental rights defenders to operate is limited, and freedoms of speech and association are under threat. Restrictive mechanisms may be laws and regulations, customs and traditions, state police and armed militias, limited access to media and information, or a combination of these. In some countries, partners experience a continuation of limited space, like in Palestine, Honduras, and Zimbabwe, in others, like in Cambodia and Mozambique, the space has shrunk during the period. In 2019, a total of 87 partners in 14 countries worked actively to oppose repressive state policies and initiatives.

The persecution and assassination of social leaders, and human and environmental rights defenders, is an increasing challenge in **Colombia**, **Honduras** and **Guatemala**, and partners are also facing judicial persecutions, threats, displacement, abduction and stigmatisation. Therefore, all partners have developed action plans to protect leaders and organisations, and to denounce the situation in mainstream media, to the respective authorities, and to the international community.

Partners in **Ecuador** denounced the violence they were subject to during the National Strike, in October 2019, to delegates of the Office of the United Nations High Commissioner for Human Rights and the Inter-American Commission of Human Rights (CIDH). As part of CONAIE (National Confederations of Indigenous Organisations in Ecuador) they created the Victims' Association "Inocencio Tucumbi" to seek the truth related to State responsibility for the assassinations of 11 people in the Strike.

In 2019, a total of 48 partners in 13 country programmes worked on **democratisation of and access to media**. For instance, in El Salvador, Honduras, Guatemala, Bolivia, and South Sudan,s partners have on-going advocacy cases to

amend national media laws and strengthen the freedom of expression. Partners in several countries, including Myanmar, Cambodia and Zimbabwe mobilised for improved election laws, regulations and implementation practices.

The country programmes in Ecuador, Colombia, Bolivia, Guatemala, Honduras, Rwanda, Iraq, Myanmar and Cambodia report that all or some partners work for **indigenous people's** rights or ethnic and/or religious **minorities' rights**. For instance, the **Ecuador** Report of the Special Rapporteur on the rights of indigenous peoples was presented to the Human Rights Council in 2019. The report was a result of the visit of the Special Rapporteur on the rights of indigenous peoples to Ecuador in November 2018, which partners were involved in organising. The Special Rapporteur met MICC, to hear about indigenous justice in Cotopaxi province, and Pueblo Kayambi introduced their actions and proposals on intercultural bilingual education. As a result, the report includes important recommendations regarding indigenous justice and bilingual education to the Ecuadorian State. In **Iraq**, JNP campaigned against the death penalty in the Iraqi penal code, to reform procedures of detention in Kurdish Region of Iraq (KRI), and to ensure that prison staff, as well as foreign prisoners and detainees themselves, are familiar with their rights.

Few partners work specifically with rights of **LGBTQI** and **people with disabilities**. However, in **Ecuador** UOCE has introduced reflections on LGBT issues in their political school, and MICC actively supported the Constitutional Court's granting the right to marriage equality in June 2019. In **Zimbabwe**, ZCIEA, organising people in the informal sector, particularly advocated for respect for persons with disabilities (PWD) in economic development. Active PWD members in ZCIEA grew from 438 (192 men) in 2016 to 1056 (413 men) in 2019. In **Palestine**, PNGO and 20 local NGOs sent an appeal to the Minister of Social Affairs, in 2017, to effectuate the Palestinian law related to disability provisions, to improve the deteriorating situation for persons with disabilities in the Gaza Strip. In 2019, the fourth draft law was published on the official website of the Ministry of Social Development, including the proposed provisions. However, the PA and the de-facto authority in Gaza have not yet agreed on the draft law. In 2018, PNGO also developed an educational policy paper proposing curriculum revisions in five subjects adapted to people with disabilities. The Ministry of Education adapted the suggestions and included them in the curriculums for all public schools.
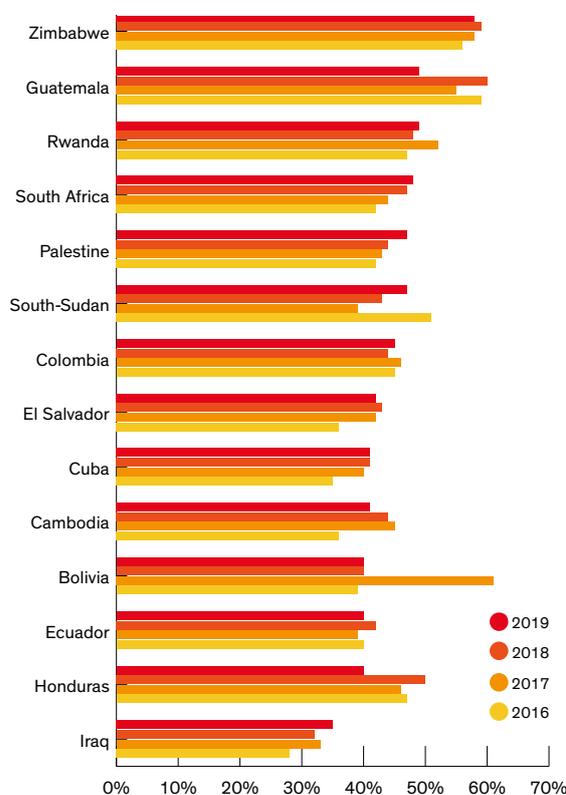
% female board members in partner organisations per year by country

NPA has put considerable effort in promoting **gender awareness**, **gender equality** and in **combating violence against women**. Gender equality is a dimension and a goal emphasised by NPA in all partner relations. This is reflected in that in 2019, 113 partners in 16 country programmes contributed to enhance women's participation and rights, women constitute 53 % of members in partner organisations, and 44 % of partners' board members, on average.

NPA's country programmes report that most partners promote gender balanced representation and facilitate for women's participation in programme activities, and that gender analysis is applied when discussing and promoting policy proposals and equal access to productive resources. Nevertheless, most societies practice, although to different extents, discrimination against women economically, politically, sexually, and culturally. This obviously affects our partners' work in different ways, as they are part of the greater context they operate in, and gender discrimination

may also be reflected in attitudes and practices within some partner organisations. Therefore, securing equal participation and representation is an on-going process that must be encouraged, facilitated for and monitored.

Partners have multiple angles and methods to counteract discrimination and assure a gender perspective. In **Rwanda**, the mobile gender-based violence clinics, established by RWAMREC, improved cooperation between different service providers and made services more accessible for people in the communities. The experience was so successful that four other partners, and the Ministry of gender and family promotion (MIGEPROF), adopted the approach in 2019. RWAMREC also initiated "men's meeting", recognising that men rarely attend meetings on GBV prevention mobilisation. The strategy was successful, and Rulindo district authorities decided to apply it in the whole district. In **Guatemala**, the programme has supported partners' efforts to include women in training programs on human, indigenous peoples' and women's rights, gender equality, and organisational and leadership skills, and supported campaigns, in social networks and community media, to enhance women's rights to health and land. In **Zimbabwe**, WLZ, WLSA and WCDT have worked concurrently to advocate for a better inclusion of women's needs on land policies, inheritance laws, marriage laws and electoral laws. WLSA and CHRA promoted women's rights and gender equality through social accountability and service delivery trainings, and their members identified key advocacy issues, and formulated social contracts with the local authorities to monitor and track gender responsive service delivery. In **El Salvador**, partners, in cooperation with the former FMLN-government, presented a law to allow abortions in four particular cases (including rape and danger to the mother's life), in 2017. It was presented again in 2018 and 2019, but the parliament did not debate it due to opposition from the right-wing. The **Bolivian** women organisations, including Bartolina Sisa, have reached great achievements during the period, including laws to stop violence against women and on reproductive rights, and gender equality in the municipal development budgets. In the MENA region, NPA supported the Women Human Rights Defenders (WHRD), an important support network for women activists, to organise a conference in 2018, to share experiences with other women networks in **MENA** and other regions.

In **South Sudan**, the support of the Women's Coalition is a direct contribution to UN 1325 on increasing the participation of women in peace processes. In **Zimbabwe**, WLZ and WLSA are fully conversant of UN Security Council 1325, and part of the Women's Coalition that drafted a proposal demanding peace and security for women, especially rural women and girls, during the 2018 election and the state violence in 2019. In **Palestine**, NPA continues discussions with partners on the national implementation of UN Security Council 1325 and the CEDAW convention.

One of the key elements to secure a gender perspective in our partner cooperation, and to sustain institutional knowledge, is a proper introduction of new colleagues to NPA's gender policy and methods. For this purpose, NPA's gender policy was revised in 2017, and rolled out in 2018. The INTRAC evaluation (2019), concluded that NPA is strong in promoting women's participation, but could be more systematic in mainstreaming gender equality work. Programme countries are developing implementation plans, adapted to each context, following up the policy, as part of the ongoing strategic planning process.

NPA supports partners to enhance women's rights and gender equality. For instance, in **Palestine**, NPA engaged Women's Affairs Centre to conduct gender auditing for six partners. Based on the findings, all six partners developed operational plans to follow up. In **South Africa**, NPA engaged in dialogues with all partners to ensure they have sexual harassment policies, and encouraged internal workshops on the policies.

Women Can Do It (WCDI) was developed by women in the Norwegian Labour Party to stand up against patriarchal structures and discrimination, and to motivate women to engage in politics and take leadership positions in their organisations and in society. The training aims to provide women with useful tools, strengthen their assertiveness and build alliances. NPA has since 2001 introduced WCDI to partners in many country programmes.

The WCDI trainings focus on the importance of women participation, leadership skills, building self-confidence, speaking in public, and gender advocacy. Women targeted by WCDI include politicians, shop stewards, partners' members and other grassroots activists. The trainings range from specialised trainings-for-trainers in one partner organisation, and between partner organisations, to broader awareness raising campaigns. During the period 2016-2019 NPA and partners have cooperated on WCDI activities in Iraq, Mozambique, South Africa, Zimbabwe, Myanmar and Rwanda.
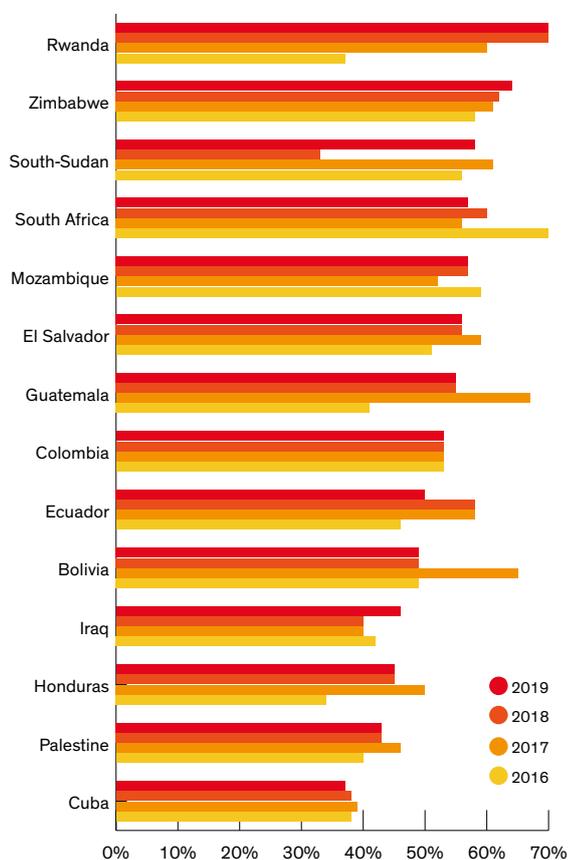
% female members in partner organisations per year by country

Legend:
- 2019
- 2018
- 2017
- 2016

Countries (top to bottom): Rwanda, Zimbabwe, South-Sudan, South Africa, Mozambique, El Salvador, Guatemala, Colombia, Ecuador, Bolivia, Iraq, Honduras, Palestine, Cuba

X-axis: 0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%

For instance, in **Zimbabwe**, 633 women attended complete WCDI trainings during the period, 23 of them occupy positions in the national assembly and local councillors, and eight are village heads, while 12 884 (2282 men) attended broader awareness raising WCDI campaigns. In **South Africa**, 88 women from the slum-dwellers organisation Abahlali participated in training-of-trainers, and 40 women were trained in a sustainable livelihoods programme. 30 women attended training-of-trainers to increase women participation and leadership in the land workers union, CSAAWU. In **Mozambique**, 6497 from different associations in UNAC, the national campesino organisation, were trained of which 1099 hold leadership positions in their associations. In **Rwanda**, WCDI is implemented in cooperation with Profemmes, to empower women to participate at all levels in society. An important goal has been to empower women with the knowledge, skills and confidence to take

leadershippositions, and in 2018, three members of programme-related women forums were elected as Members of parliament.

On **environment and climate change**, 96 partners in 16 country programmes report that they work with rights to land and natural resources, including adaptation to climate change in 2019. Most country programmes are suffering from climate changes; hence several partners promote environmentally sustainable agriculture, including improving depleted soil, water management, seed preservation, and sustainable management of natural resources.

For instance, in **El Salvador** all partners participated in the struggle to ban metal mining and to prevent privatisation of water. CONFRAS promoted agroecology among all its member cooperatives and developed campaigns to ban toxic agricultural supplies. Equipo Maiz has ongoing ecological training courses, and ARPAS and RACO produced and broadcasted educational radio programmes about ecology and the environment. In **Cuba**, CEPRODOSO and NPEP trained provincial and municipal governments of Pinar de Rio, politicians, journalists, leaders of social organisations and cultural workers, on the impacts of climate change, water and energy, and the environmental costs of tourism (see result example). In **Ecuador**, the indigenous Kayambe people, won their battle to secure communal water management in 2018, and FDA conducts on-going community-based water pollution monitoring in several oil affected areas in Northern Amazonia. In **Palestine**, partners involved with land rights promoted alternative ways of farming to protect the soil and the environment, save water and plant drought and salinity resistant crops. In **Zimbabwe**, WLZ piloted the Farmer Management Natural Resource Regeneration, which is conserving the forests through the use of sustainable land use practices. WLZ and WCDT encouraged an eco-feminist approach to climate change impact and mitigation, through sustainable agriculture, conservation farming, clean-up campaigns and food processing. Partners also lobbied for extractive industries to adopt environmentally friendly business strategies to stop polluting rivers and agricultural land.

The drought in the **SADC region** continues to worsen, with changing rainfall patterns, increase in temperatures and rising sea levels, and the region has been severely hit by cyclones in 2019. At the 2019 Rural Woman Assembly (RWA) Reference Group meeting, organised by TCOE with women organisations from the region, including partners,

women shared the impact of changing weather on their livelihoods. Livestock are dying, crops are scorched, fish and marine life are precarious. NPA had several strategic meetings with RWA to assess the situation and determine the type of help needed. NPA supported awareness raising workshops and trainings on preparedness. Further, in **Mozambique**, the cyclones proved that partners are not strong on emergency preparedness. As it is an aim for NPA to strengthen the responsiveness to disasters from the next period, we took much learning from the experience and started the capacitation of one partner in 2019.

In several countries, partners are advocating to defend communities whose environment, lands and livelihoods are threatened by investors. For instance, in **Honduras** partners are mobilising to protect their environment by banning dams and mines in their municipalities (see result example). In **South Africa**, AIDC and ZELA are working to ensure that communities are aware of the environmental impact of extractive industries, and mobilise around reducing or stopping it. ZELA has been working on training communities on Environmental Impact Assessments, while AIDC has focus on alternatives to current extractives.

NPA's Partner Financial Assessment Tool has sections especially addressing corruption risks and assessment of opportunities for **corruption**, mainly concerning the local organisation's administrative structure. The aim is to make the NPA manager able to identify, monitor, and intervene on vulnerable points. All country programmes implement this procedure and it has permitted an even more systematic follow-up and strengthening of partners' financial systems. It is also a tool that helps NPA balance our capacity to follow up our partners.

One key measure to address the risk of corruption and mismanagement is to conduct anti-corruption trainings for our partners. All contracts with our cooperating partners contain a clause stating that the cooperating partner is required to have in place and practise a zero-tolerance policy against corruption and other financial irregularities related to all its activities.

In many countries, partners mobilise against widespread corruption. For instance, all partners in **Guatemala** mobilised for the continued presence of CICIG, the UN International Commission against Impunity in Guatemala, which President Morales eventually expelled in 2019. Since 2006, CICIG has done ground breaking work to disclose corruption and prosecute the corrupt. In **South Africa**, R2K, in alliance with My Vote Counts, succeeded in getting a new law passed to secure transparency in political party funding from private sources, in 2018. In **Cambodia**, CBI have provided 60 anti-corruption trainings to CSOs and government agencies during the period.

Following the #MeToo campaign, NPA developed and approved a new Safeguarding Policy in 2019. Accompanying procedures for whistleblowing and handling of reported cases, and a training course for NPA staff, are being rolled out. This is important within NPA, for strengthening staffs' capacity to have dialogue with partners, and we continue developing our systems on safeguarding of our target groups, partners and our local staff. Sexual harassment is included as an example of corrupt actions in the NPA Anti-Corruption Policy (it has been for many years), and is since 2018 also reported to Norad on in the same manner as other suspicions of corruption and mismanagement.

4. Reviews, evaluations and learning

4.1 Overview of reviews/evaluations

Since 2017, NPA has initiated external evaluations of the majority of the country programmes, as well as two global evaluation. Evaluations finalised in 2017 and 2018 were presented in the previous Progress and Result Reports. All programmes have made action plans for follow-up of the recommendations. The evaluations carried out in 2019, summarised below, are sent to Norad together with Norad's evaluation registration format. The evaluations include findings and recommendations on various issues, but in this section, we highlight findings related to the achievements of the programme goals.

GLOBAL – PARTNERS INFLUENCE

The external global evaluation, conducted by a team from INTRAC, examined to which degree NPA partners' influencing strategies had been effective and responsive to change policies, practices and public discourse, and NPA's support to partners in the Norad Cooperation Agreement. The evaluation team looked in depth at six countries, and further developed 12 case studies. A survey was used to collect quantitative data from 152 partners globally, of whom 121 responded. In the cases presented, NPA partners have been effective in bringing about changes in government policies and practices, and in legislation, and have made a strong or medium contribution to the processes. There have been many examples of positive outcomes of partners' strategies, while others were not successful. Although the context affects which strategies work and not, the evaluators identify some strategies that have been effective; mobilising people for action, lobbying and working with 'champions', influencing in alliances, evidence-based advocacy, effective communication work, multi-stakeholder dialogue, and targeting international actors. A clever combination of different strategies turned out to be effective in many cases. Of the 12 case studies, six of the influencing successes were considered likely by the NPA partners to be sustainable. NPA's support has been an important contribution for some partners' work, but for others it has not contributed significantly. The evaluation provides insights into partners' influencing experiences, which will be useful in further strategic dialogue with existing and potential partners. Further, the recommendations emphasise that NPA has to enhance a better learning and sharing culture with partners and within NPA, as well as continuing the focus on gender equality. In addition, we consider that the methods adopted by the evaluators (a theory-based approach and Outcome Harvesting, in addition to principles of Contribution Analysis, when validating partners' and NPA's contribution in the case

studies) can be useful in NPA's own MEL work, especially to strengthen qualitative methods.

RWANDA

The external evaluation, conducted by Joseph Rwicaninyoni, assessed outcomes and impact of the Norad funded programme. The programme focuses on civil liberties as part of the objective of democratisation, in particular through holding political decision-makers accountable and responding to human rights' violations. The outcomes have to a significant degree been achieved at the local level, such as increasing the role of civil society to raise public concerns, improving gender equality, decreasing GBV incidences, and improving collaboration between local government and community structures. However, there were little to moderate degree of changes at the national level. Partners were successful because of different approaches, such as evidence-based advocacy, media engagement, and working through alliances and fora. The results seem sustainable, as the communities' ownership is visible. The evaluator recommended the programme to continue with the same interventions, but with more focus on national influence. In addition, the result framework should be revised, to be more appropriate to the Rwandan programme interventions. The findings and recommendations have been followed-up in reflection meetings with partners, and while developing the programme for a new period. Specific learning points have been to further collaborate with authorities and to continue to strengthen partners' collaborative efforts for effective advocacy.

HONDURAS

An external evaluation of the impacts of NPA's support to grassroot media, was carried out by Celeste Espinoza. As TV and radio licences in Honduras primarily are occupied by private companies linked to power holders, and do not reflect the realities, views and interests of grassroots organisations and communities, NPA has supported partners to strengthen their media and communication work. Since 2016, a community-based training programme and eight community radios have been established. The evaluation particularly examined the impacts and learning points from strengthening the partner organisations' radio and communication work. Through interviews and desk studies, the evaluator found that NPA has contributed to develop partners' communication work with knowledge and tools. The cooperation with Josefa Lastiri Collective, has contributed substantially to the development of participatory grassroot education and communication strategies. Further, the grassroot education has encouraged critical and

reflective thinking on political communication. The evaluator recommends NPA to intensify these efforts, and contribute to partners' work to democratise the radio spectrum, and while doing so, increase the support to women participation in community radios. Partners should also commit to follow-up participants in the training programmes, to ensure that more people complete the trainings. Monitoring and evaluation of the programme should also be strengthened. After discussions with partners on the recommendations and the way forward, NPA has made changes for the next programme period, such as emphasising support to partner networks and alliances working on democratisation of the radio spectrum. NPA will support efforts that increase the radio stations' sustainability.

GUATEMALA

An external evaluation of NPA's support to partners' efforts to enhance gender equality and women participation was carried out by Julieta Hernandez. From 2016, NPA has supported six partners in Guatemala to promote women participation and leadership in their organisations, and three of these to improve gender equality in the societies where they work. The evaluation was to assess whether the resources used had contributed to improvements of women participation, fostering female leadership, and the incorporation of mechanisms for women's inclusion in the organisations, as well as evaluating NPA's role. The evaluator found that an achievement of the programme was that partners are committed to train members and are open to strengthen women and youth leaders. Further, the political trainings have strengthened women's participation in the organisation, and has significantly changed the discussions around violence against women. Nevertheless, although partners have tools and methods to work on gender equality, that does not always lead to achievements of partners' objectives. The evaluator recommends that NPA continues to support partners' own change processes, build alliances between partner organisations to learn from each other, and support youth, who are more open for change. NPA should also translate its gender policy to Spanish to open up for more opportunities to reflect. Findings and recommendations were discussed with partners. The information from the evaluation was useful to identify the various mechanisms partners use to promote inclusion of women, which will be considered in the continued programme support to partners. NPA will in particular emphasise support to partners with their own gender equality objectives, improved training programmes, and best practices to include women in leadership positions in the partner organisations.

4.2 Learning:

Learning and adaptation of the programmes are on-going processes at the country programme level, at partner level, as well as at the NPA HO. Overall learning from the civil society portfolio are reflected in strategic discussions and programme planning. In this section we summarise the overall lessons learnt, including some country specific examples.

During the 2016-2019 period, NPA worked systematically to strengthen our systems for programme planning and follow up, and partner support. The goal has been to make sure all NPA staff have easy access to requirements, guidelines and tools, and that these are implemented consistently in all programmes. With our Programme Handbook (PHB), we have taken a huge step in this direction, recognising that programme development work is continuous. The PHB guides strategic planning, programme development, monitoring learning and evaluation (MEL), the establishment of partnerships and the work with partners, as well as funding and phasing out of programmes, and it links with NPA handbooks for finance and logistics. NPA approved a new Gender Equality Policy in 2018. It represents a continuation of earlier policies, but is updated based on experiences, and has given new focus on our work for gender equality. The way NPA engages in continuous discussions with partners, creates learning that enables us to make change when necessary. An overall evaluation plan, and common guidelines for evaluations, were developed, and during 2017-2019 external evaluations were carried out in all country programmes to document results, improve programmes and learn. These have been followed-up with action plans.

The annual Programme Meetings, where country directors and programme managers from all country programmes and HO staff meet, have been used to share experiences between countries and discuss programme development. These meetings have given opportunities to share analysis on developments in popular organising, based on the experience of programme countries, discuss concrete experiences in organisational development support, and increasingly to share analysis and strategies to counteract the shrinking space for civil society.

NPA continues to strengthen its focus on developing practices and systems for learning across the organisation and among partners. Our theory of change, emphasises the support civil society organisations need to influence policies and decision-making. To understand how NPA can best support partners, is therefore a key learning objective.

Most countries emphasise that strengthening partners' specific capacities are important and should improve further. For instance, in South Sudan, better mapping of partners' needs helped improve the understanding of capacity needs and how NPA could support, while the amount of partnership grew substantially. Some country programmes emphasise that incorporating gender equality and strengthening women's participation is a long-term process, but, nevertheless, important to change structures and practices in the organisations. Generally, partners are positive about the result of their gender inclusion work and would like NPA's support to strengthen it further. Through the Organisational Development Dialogue Assessment Tool, which we practise with all long term partners, we tailor support and map each partner's priorities and needs across countries.

Several country programmes emphasise that the cooperation and open dialogue with partners have created mutual confidence. For instance, in Rwanda NPA engaged partners in regular joint assessments that led to mutual learning, and adaptation and improvements of the programme. In Cambodia and Mozambique, NPA staff increased its participation in partners' events to learn more and to strengthen the political dialogue with partners. NPA will emphasise learning across countries, to improve open and critical dialogue with partners in programmes where there is less of that today. Further, the INTRAC evaluation supports NPA's partnership approach, but encourages NPA to facilitate more reflection of results with partners, which we consider when developing our MEL systems.

Most of the evaluations conducted in this period recommended more collaboration and networking between partners, where this has not been substantial. NPA South Africa reports that facilitating collaboration amongst partners has been effective, particularly in terms of efficient use of resources and preventing duplication. South Sudan also emphasises the prevention of duplication, and that the increase in alliances and collaborations have made it possible for partners to achieve greater successes. The same is pointed out in the final evaluation of the Rwanda programme. NPA considers how to improve on networking and sharing for improved impact, without establishing project depended network structures, which may not be sustainable.

Some programmes have experienced that open dialogue and flexibility, in times of challenging and changing contexts, have led to positive unexpected outcomes, also highlighted in mid-term reviews. For instance, in Iraq, five of the six partners adapted their plans within the overall outcomes, which led to improved impacts and better ownership among partners and target groups. However, in Zimbabwe the experience is that there are less resources set aside for swift changes than before, leaving the programme less able to assist partners in response to changing context, for instance to assist victims of the post-election violence. Hence, funds for that had to be found elsewhere.

Several countries emphasise that NPA's engagement with key stakeholders have been important to widen perspectives on how to support civil society organisations. For instance, in Mozambique, good relations with the local authorities has been important for collaboration and understanding, and to avoid that the programme is regarded as politically biased. The inclusion of government authorities in project activities to build capacities in Rwanda, also makes the outcomes achievable at the local level. In Palestine, balanced communication with the authorities, both in Gaza Strip and the West Bank, was vital for good programme implementation. South Africa and South Sudan emphasise that NPA and partners' cooperation has contributed substantially to the partners international advocacy work.

Drivers of change are often self-organised groups, e.g. social organisations and movements. Their strength is that they represent target groups directly, have legitimacy and ownership to the issues they work with, and capacity to mobilise. However, such organisations are often weak in terms of financial and administrative capacity, and some may not have formal structures. Therefore, another key learning objective is how NPA can improve support to these actors. One initiative has been to strengthen the financial support systems. Therefore, NPA developed a routine for mapping and mitigating the financial risks of working with local partners, in 2019. The purpose of the "Partner Essential Requirement List" is to help identify partners' financial compliance issues, and to describe how NPA works with financial risk, and support. NPA is now testing the tool and will also develop other initiatives to improve our support.

4.3 Sustainability

NPA considers that sustainability entails both financial, political, social and organisational aspects, as well as environmental. Hence, NPA supports organisations that struggle to combat economic, political and social inequality, and that defend the environment and natural resources. NPA supports partners' efforts to mobilise to enhance their agendas and influence decision-making. To ensure ownership, legitimacy and sustainability, it is important that the partners define their own agendas.

NPA's partners existed before NPA started a partnership with them, and will continue to exist when NPA decides to phase out. Our emphasis on establishing partnerships with organisations that have membership, solid constituencies or local legitimacy, is important for sustainability, as many of the organisations can survive and have a mission without external funding. Hence, NPA cooperation is key to support and enhance their role in society, but is not fundamental to their presence.

Sustainability is built into NPA's strategy with our focus on organisational development, to enhance partner capacities within the organisation, and its capacities to relate to, adapt to, and influence the context. This includes their efforts to train leaders, strengthen organisational structures, increase women's participation and leadership, and build alliances. If NPA's cooperation has contributed to partners' analysis of their roles, strengthened their own reflection on modes of governing, built leadership and alliances, and increased women's participation and influence, these are capacities that will remain with, and be sustained by, the organisations without external funding.

Continuing or finalising financial cooperation with a partner depends on the regular assessment of the context, the quality and relevance of the partnership, the role the partner plays in society, and the assessment of the partner's organisational development. NPA phases out partnerships, and starts new ones, depending on an analysis of the context and the relevant actors. Phasing out partnerships is done in dialogue with the relevant partner, in due time and with a negotiated phase-out plan. The only exception is if there are particular reasons to immediately end the partnership.

NPA provides financial support to partners, often with small amounts to avoid creating dependence, alternatively, supporting partners in developing fundraising strategies. Financial sustainability is however a challenge for all civil society organisations.

Recognising that policy change may be vulnerable to changes in political power and public opinion, the INTRAC evaluation looked at the sustainability of influencing results in the 12 cases studied. Partners consider six of the influencing results as likely to be sustainable. The judge ruling in South Africa agreeing to the Xolobeni community's right to say no to mining, has been contested in court by the government. Likewise, partners in El Salvador are concerned that the recent political changes will lead to pressure in parliament to change the national ban on metal mining. In Ecuador and Colombia, partners consider that the result will remain, but there are doubts about the governments' follow up and implementation. In all cases, partners are prepared to follow through and defend the results.

5. Overview of finances

5.1 Overview of financial situation and expenditure

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

	(1)	(2)	(3)	(4)	(5)	(6)
	Approved total budget for agreement period	Total expenditure to date	Approved budget for reporting year	Total expenditure in reporting year	Deviation (3) - (4)	Deviation % (5) in % of (3)
	2016-2019	31.12.2019	2019	2019		
Project costs – grant recipient		38 991	9 756	10 163	-408	-4,18 %
Project costs – country office, if relevant		210 099	51 515	51 251	264	0,51 %
Project costs – regional office, if relevant		–			–	
Project costs – local partners		331 822	90 682	90 512	170	0,19 %
= Total project costs	580 839	580 913	151 953	151 926	26	0,02 %
minus other external funding	–	–	–	–	–	
= Project costs, basis for calculation of grant recipient's own contribution	580 839	580 913	151 953	151 926	26	0,02 %
minus grant recipient's own contribution (min. 10%)	58 084	58 091	15 195	15 193	3	0,02 %
= Norad's share of project costs	522 755	522 821	136 758	136 734	24	0,02 %
plus Norad's contribution to administrative costs (up to 7 % of Norad's share of project costs)	37 261	37 193	9 559	9 571	-13	-0,13 %
= Total Norad Grant	560 015	560 015	146 316	146 305	11	0,01 %

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

Oslo, 31st May 2020

Table B – Overview of project expenditure for 2019, distributed by project, country, region and programme/thematic areas

Country/region	Total budget for the reporting year	Total actual project cost	Allocation from Norad incuding administration grant - budget	NPA own share of funds	Use of Norads allocation including administration grant	Difference in expenditure compared to allocation from Norad	Difference in expenditure compared to allocation from Norad
South Africa	11 212	11 381	10 157	1 071	10 310	153	1,51 %
Mozambique	10 570	10 569	9 576	994	9 575	-1	-0,01 %
Zimbabwe	11 343	11 389	10 276	1 071	10 318	42	0,41 %
Rwanda	9 892	10 597	8 962	997	9 600	638	7,12 %
South Sudan	22 265	22 265	20 170	2 095	20 170	–	0,00 %
Africa	**65 282**	**66 201**	**59 141**	**6 228**	**59 974**	**833**	**1,41 %**
Palestine	15 388	15 543	13 940	1 462	14 080	141	1,01 %
Iraq	11 143	11 143	10 094	1 048	10 094	–	0,00 %
Middle East & North Africa	**26 530**	**26 685**	**24 034**	**2 510**	**24 175**	**140**	**0,58 %**
Cambodia	10 812	10 843	9 795	1 020	9 823	28	0,28 %
Myanmar	8 028	8 003	7 273	753	7 250	-22	-0,30 %
Asia	**18 840**	**18 846**	**17 067**	**1 773**	**17 073**	**6**	**0,03 %**
Bolivia	7 045	6 995	6 382	658	6 337	-45	-0,71 %
Colombia	5 285	5 109	4 788	481	4 628	-160	-3,33 %
Equador	9 494	9 521	8 601	896	8 625	24	0,28 %
South America	**21 824**	**21 624**	**19 771**	**2 034**	**19 590**	**-181**	**-0,91 %**
Guatemala	4 932	4 910	4 468	462	4 448	-19	-0,43 %
El Salvador	5 836	5 763	5 287	542	5 221	-66	-1,24 %
Honduras	4 215	4 177	3 818	393	3 784	-35	-0,91 %
Cuba	5 574	5 386	5 049	507	4 879	-170	-3,37 %
Central America	**20 556**	**20 236**	**18 622**	**1 904**	**18 332**	**-290**	**-1,56 %**
Total Latin America	**42 380**	**41 860**	**38 393**	**3 938**	**37 922**	**-471**	**-1,23 %**
Partnership to influence	8 479	7 906	7 682	744	7 162	-520	-6,77 %
Cross cutting Programmes	**8 479**	**7 906**	**7 682**	**744**	**7 162**	**-520**	**-6,77 %**
TOTAL	**161 511**	**161 498**	**146 317**	**15 193**	**146 305**	**-12**	**-0,01 %**

Oslo, 31st May 2020

5.2 Budget deviations

In general, the country programmes implemented according to the approved 2019 budgets. For the overall agreement the total deviation from the Norad share of the budget is 0,01 %. No programmes had deviations from their budgets of more than 7%. The highest deviation from the approved budget was in Rwanda, with 7,12%. This was mainly due to higher personnel and running cost than budgeted, because of other donor shortfalls.

The under expenditure on PID from 2018 of TNOK 2.451 (20.37%) was transferred to 2019. The plans for 2019 were implemented in line with the budget, apart from the production of Inequality Watch III, which has been postponed. PID also has a component for support to democratisation initiatives outside of the individual country programme budgets. This support is normally kept within the PID budget for reporting. In 2019, however, we requested approval for a budget revision from Norad to transfer funds from the PID budget to Latin America. The total transfer was TNOK 2.097, and covered the programmes in Bolivia, Colombia, Cuba, Ecuador, El Salvador and Honduras. The total budgets for Ecuador and Honduras were thereby increased with above 10%, and this was the reason for the request to Norad. The PID budget was reduced accordingly.

The finance report for the total agreement period shows that the full grant amount has been spent.

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.

Oslo, 31st May 2020
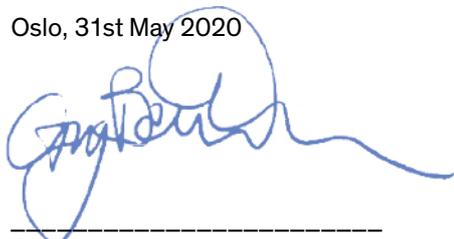
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Gry Ballestad
Director, Development and Humanitarian Cooperation

Appendix

Partner abbreviations and full names

Abbreviation	Full name	Country
AAI	Anataban Art Initiative	South Sudan
Abahlali	Abahlali baseMjodolo	South Africa
ACE	Asociacion de Estudios de El Salvador	El Salvador
ACPA	Cuban Association for Animal Production, Villa Clara	Cuba
ACR	Action for Conflict Resolution	South Sudan
ACSS	Active Citizen South Sudan	South Sudan
ACTAF	Cuban Association of Agricualture and Forestry Technicians	Cuba
AD	Another Development	Myanmar
ADECRU	Associacao de Cooperacao para Desenvolvimento	Mozambique
AIAS	Africa Institute for Agrarian Studies	South Africa
AIDC	Alternative Information Development Centre	South Africa
AIM	Alliance for Iraqui Minorities	Iraq
AJPRODHO	Youth Association for Human Rights Promotion and Development	Rwanda
ALA	Africa Life Aid	South Sudan
ALARM	Advancing Life and Regenerating Motherland	Myanmar
AMDISS	Association for Media Development in South Sudan	South Sudan
ANAP	The National Association of Small Farmers	Cuba
ANND	Arab NGO Network for Development	MENA
ANZORC	Asociacion Nacional de Zonas de Reserva Campesina	Colombia
APDH-RFP	Asamblea Permanente de Derechos Humanos	Ecuador
ARPAS	Association of Participatory Radios and Programmes of El Salvador	El Salvador
ASC	Action Support Centre	South Africa
AUCC	Asamblea de Unidad Cantonal de Cotacachi	Ecuador
BNA	Boruboru National Association	South Sudan
CAIB	Bolivian Indigenous Peoples' Audiovisual Council	Bolivia
CAPaD	Christian Agency for Peace and Development	South Sudan
CBI	Capacity Building Initiative	Myanmar
CCC	Cooperation committee for Cambodia	Cambodia
CCFC	Coalition of Cambodia Farmer Community	Cambodia
CCOO	Consejo de Comunidades Organizadas de Occidente	Guatemala
CCR	Association of Communities for the Development of Chalatenango	El Salvador
CENTRAL	Center for Alliance of Labor and Human Rights	Cambodia
CEPRODESO	Center of Education and Promotion for Sustainable development	Cuba
CGCN	Cambodian Grassroots Cross Sector Network	Cambodia
CHRA	Combined Harare Residency Association	Zimbabwe
CHRAC	Cambodian Human Rights Action Committee	Cambodia
CIERIC	Community Initiative Exchange and Reference Center	Cuba
CIPO	Cambodia Indigenous Peoples Organization	Cambodia
CiZC	Crisis in Zimbabwe Coalition	Zimbabwe
CMMLK	Martin Luther King Jr. Memorial Centre	Cuba
CNA	Coordinadora Nacional Agrario de Colombia	Colombia
CNC	Coordinadora Nacional Campesina "Eloy Alfaro"	Ecuador

Abbreviation	Full name	Country
CNMCIOB BS	National Confederation of Peasants and Indigenous Women of Bolivia Bartolina Sisa	Bolivia
CNTC	Central Nacional de Trabajadores del Campo	Honduras
CODACC	Councils for Community Cultural Artistic Development	El Salvador
CODECA	Comites de Desarrollo Campesino	Guatemala
COINDI	Cooperacion Indigena para el desarrollo integral	Guatemala
COMANDOS	Comandos de Salvamento	El Salvador
COMFREL	Committee for Free and Fair Elections in Cambodia	Cambodia
COMNETESS	Community Media Network South Sudan	South Sudan
CONFRAS	Confederación de Federaciones de la Reforma Agraria Salvadoreña	El Salvador
CONGRESO/PRESOS	Congreso de Los Pueblos/Fundacion Solidaridad Presos Políticos	Colombia
COPA	Coordinadora de Organizaciones Populares de	Honduras
COPINH	Consejo Civico de Organizaciones Populares e Indigenas de Honduras	Honduras
COPORWA	Communaute des potiers du Rwanda	Rwanda
CPT	Consejo de Pueblos de Tezulutlán	Guatemala
CRN	Catholics Radio Network	South Sudan
CSCNR	Civil Society Coalition on Natural Resource	South Sudan
DPA	Development and partnership in Action	Cambodia
EC	Equitable Cambodia	Cambodia
EM	Equipo Maiz	El Salvador
ERIC	Equipo de Reflexión, Investigación y Comunicación	Honduras
FCOM	School of Journalism and Social Communication - Havana University	Cuba
FDA	Frente de Defensa de la Amazonia	Ecuador
FDMCIO SC BS	Departamental Federation of Peasant and Indigeous Women of Santa Cruz, Bartolina Sisa	Bolivia
FDMCOIC BS	Department Federation of Peasants and Indigenous Women of Cochabamba, Bartolina Sisa	Bolivia
FSUTCAT SC	Federation of Peasant Workers Union of Santa Cruz	Bolivia
FSUTCC	Federation of Peasant Worker Unions of Cochabamba	Bolivia
GADC	Gender and Development for Cambodia	Cambodia
GALFISA	Latin America Group in Social Philosophy	Cuba
GBLA	Greater Bahr El Ghazel Land Alliance	South Sudan
GELA	Greater Equatoria Land Alliance	South Sudan
GUCC	General Union Of Cultural Centers	Palestine
HI	Humanity Institute	Myanmar
IAA	Iraqui Al-Amal Association	Iraq
JNP	Justice Network for Prisoners	Iraq
JPS	Juventud Popular de El Salvador	El Salvador
KAWSAY	Fundacion de Culturas Indigenas	Ecuador
LICADHO	Cambodian League for the promotion and defense of Human right	Cambodia
MACUA	Mining Affected Communities United in Action	South Africa
MADJ	Movimiento Amplio de Dignidad y Justicia	Honduras
MAM	Mélida Anaya Montes Association	El Salvador

Abbreviation	Full name	Country
MCAN	Magamba Cultural Activist Network	Zimbabwe
MICC	Movimiento Indigena y Campesino de Cotopaxi	Ecuador
MMT	Movimiento de Mujeres Indígenas de Tzununija	Guatemala
MPR12	October 12 People's Resistance Movement	El Salvador
MULEIDE	MULEIDE	Mozambique
MULEIDE CD	MULEIDE Cabo-Delgago	Mozambique
MUYSA	Mvolo Youth and Sports Association	South Sudan
NGOF	NGO Forum on Cambodia	Cambodia
NTFP	Non-timber forest Production	Cambodia
OAF	Okay African Foundation	South Sudan
OFRANEH	Organización Fraternal Negra de Honduras	Honduras
ONAD	Organization for Nonviolence and Development	South Sudan
ONIC	Organización Nacional Indigena de Colombia	Colombia
ORAM NIASSA	Associação Rural de Ajuda Mãstua de Niassa	Mozambique
PAO	Public Aid Orgnisation	Iraq
PAX	PAX PRESS	Rwanda
PCDCR	Palestinian Center for Democracy and Conflict Resolution	Palestine
PCN	Proceso de Comunidades Negras	Colombia
PFOK	Peace and Freedom Organization in Kurdistan	Iraq
PFTH	Pro-Femmes/TweseHamwe	Rwanda
PIDO	People's Initiative Development Organization	South Sudan
PK	Paung Ku	Myanmar
PKH	Ponlok Khmer	Cambodia
PNGO	The Palestinian Non Governmental Organization Network	Palestine
PRECOM	Prensa Comunitaria	Guatemala
Pueblo Kayambi	Pueblo Kayambi	Ecuador
R2K	Right2Know Campaign	South Africa
RACO	Eastern Network of Community Radios (Red de radios comunitarias de Oriente)	El Salvador
REFORM	The Palestinian Association for Empowerment and Local Development	Palestine
RID	Reform Institute for Development	Iraq
RoG	Root of Generations	South Sudan
RWAMREC	Rwanda Men's Resource Centre	Rwanda
RWN	Rwanda Women Community Development Network	Rwanda
RYSA	Rumbek Youth and Sports Association	South Sudan
SALO	South African Liason Office	South Africa
SDF	Social Developmental Forum	Palestine
SFI	Students' Forum Institute	Palestine
SSANSA	South Sudan Action Network on Small Arms	South Sudan
SSLS Yei	South Sudan Law Society-Yei	South Sudan
SW	Steward Women	South Sudan
TA	Tubibe Amahoro	Rwanda
TCOE	Trust for Community Outreach and Education	South Africa
TIZ	Transparency In Zimbabwe	Zimbabwe

Abbreviation	Full name	Country
TSF	AL Tawsol Forum Society	Palestine
UAWC	Union of Agricultural Work Committees Association	Palestine
UCA	União das Cooperativas Agrãcolas e Associão es de Lichinga	Mozambique
UNAC	União Nacional dos Camponese	Mozambique
UOCE	Union de Organizaciones Campesinas de Esmeraldas	Ecuador
UPCI	Uniao provincial de Camponeses Inhambane	Mozambique
UPWC	Union of Palestinian Women's Committees	Palestine
VFC	Voice for Change	South Sudan
WAC	Women Affairs Center	Palestine
WAO	Women Advancement Organization	South Sudan
WCDT	Wadzanai Community Development Trust	Zimbabwe
WILSA	Women and Law in Southern Africa	Zimbabwe
WLZ	Women and Land in Zimbabwe	Zimbabwe
YRDP	Youth Resource Development Program	Cambodia
YSPS	Yangon School of Political Science	Myanmar
ZCIEA	Zimbabwe Chamber of Informal Economy Associations	Zimbabwe
ZELA	Zimbabwe Environmental Lawyers Association	South Africa
ZEN	Zimbabwe Europe Network	International
ZIMCODD	Zimbabwe Coalition on Debt & Debt Development	Zimbabwe
ZimRights	Zimbabwe Human Rights Association	Zimbabwe
YSPS	Yangon School of Political Science	Myanmar
ZCIEA	Zimbabwe Chamber of Informal Economy Associations	Zimbabwe
ZELA	Zimbabwe Environmental Lawyers Association	South Africa
ZEN	Zimbabwe Europe Network	International
ZESN	Zimbabwe Election Support Network	Zimbabwe
ZimRights	Zimbabwe Human Rights Association	Zimbabwe

Norwegian People's Aid