

## **Regional Thematic Programme Plan Eastern Africa Civil Society for Accountable Governance**

### **I. ANALYSIS**

#### **1.0 Regional Context Analysis**

##### **1.1 Brief overview**

Eastern African is one of the wealthiest regions in Africa. It has a vast amount of natural resources including oil, gold, diamond, and other precious gemstones. It is also endowed with great amount of arable agricultural land and a highly economic and vibrant human resource. In spite of all the wealth – which has a great potential for economic growth and development – the region is faced with a horde of challenges led by poverty, political instability, insecurity and general desperation of the people. Africa would not need aid at all if the resources of the continent were sustainably managed, priced and taxed fairly and the proceeds distributed justly. At the heart of this contradiction is the lack of good leadership, democracy and accountable governance, whose absence has turned otherwise wealthy self-sustained communities poor and disempowered.

The governance structures in Eastern Africa lack ethical and moral principles and therefore lack the legitimacy that is based on governments' accountability to the people. Because accountable governance forms the foundation upon which poverty, corruption, injustice, conflicts, HIV and AIDS, and gender discrimination should be fought, these challenges largely remain unabated. Country reports on Millennium Development Goals (MDGs) show that many of the countries of Eastern Africa are unlikely to meet the goals to eradicate hunger, reduce maternal and under-five mortality, or to achieve universal primary education<sup>1</sup>.

A majority of the Eastern African countries have committed themselves to the UN Convention against Corruption (UNCAC) which entered into force in late 2005. Noticeable countries who have not ratified the convention are (as per October 2006) Eritrea, Ethiopia and Sudan. A major effort is needed in all countries in seeking compliance with the convention in relation to accountability, transparency and budgetary control.

Countries in Eastern Africa are at different stages of democracy and rule of law, with a majority of the countries having entrenched democratic electoral processes. The Democratic Republic of Congo (DRC) in 2006 managed to conduct the first peaceful and largely free and fair elections in four decades.

Governance and leadership in the region has increasingly become power games among political elites, at the expense of social and economic development of citizens. There is still a low participation of citizens and civil society in governance. The countries of Eastern Africa still score low on the World Bank governance indicators: voice and accountability, political stability and absence of violence, government effectiveness, regulatory quality, rule of law and control of corruption.<sup>2</sup> Most governments in the region are still not transparent in economic governance and public finance management.

This is reflected for instance by Kenya's economy that has grown by more than 5% over the last five years, but inequality has ensured that just a handful of people, and a few elite geographical regions have benefited. Somalia is still faced with political instability and insecurity, in spite of the instalment of the Transitional Federal Government (TFG).

<sup>1</sup> United Nations Development Programme (UNDP) country reports on MDGs

<sup>2</sup> The World Bank's Worldwide Governance Indicators: 1996 – 2005

The situation has been exacerbated by renewed conflicts between the TFG and the Union of Islamic Courts. The Great Lakes region, comprising of Rwanda, Burundi, and DRC, is still recovering from the effects of conflicts, but slowly getting back on its feet. Ecumenical and other faith based movements are beginning to engage actively on peace building and conflict resolution in the Great Lakes and also the Horn of Africa. Movement building for accountable governance is gaining prominence in Eastern Africa.

At the same time the reality and the risk of climate change have become more evident in Eastern Africa than ever before. With unprecedented floods, droughts and rise in temperatures, communities in the region are facing a major threat to their livelihoods.

## **1.2 Participation**

Governance is still largely perceived as the jurisdiction of elites in the community. This perception is propagated by limited space and opportunity for people in Eastern Africa to participate in governance, and compounded by lack of accountability of leaders towards the people they represent. There is a general lack of political commitment to accountable governance. The right of women, men and youth to participate in governance, especially in decision making is violated. Women and youth are the most excluded in governance and other leadership structures. Access to information and freedom of the press is still hampered by laws and policies (like the Official Secrets Act in some countries in the region) that limit the availability of information to the media and the people. Lacking the right to participation in governance and leadership is in essence to lack the right to participate in development of the countries in the region.

There has however been an increase in the number of women in leadership positions. Rwanda for example has the highest number of women in parliament in Africa at 48.9%, Kenya has the highest number of women in parliament in its history but the figures are dismally low at about 7%. There is increasing lack of political tolerance evidenced in persecutions of opposition personalities and groups as was the case in Uganda and Ethiopia.

The participation deficits are directly linked to participation in formulation of laws and policies, participation in decision making that affect communities for generations, and participation in local, national and regional processes.

## **1.3 Equity**

The vast amount of resources throughout Eastern Africa is so unequally distributed, that only a few rich and powerful people own most of it. There is a big equity deficit with regards to economy and access to resources for the poor in Eastern Africa. In a country like Kenya, whose economy has grown over the past five years, poor people are getting even poorer and the rich are wealthier. This inequity has geographic, gender, age, and socioeconomic status dimensions. The gap between the rich and the poor has continued to widen. Politicians and members of parliament earn staggering amounts of money, while civil servant earn an amount that can hardly afford them decent meal and shelter. Social, economic and cultural rights and service including health, education, shelter, water and sanitation are out of reach to the majority who are poor.

There are pervasive levels of poverty in most of the states where NCA works. Only Sudan and Uganda at 141 and 145 respectively rank among the LDI countries. All the rest are in LDI countries<sup>3</sup>. Women are doubly affected because of unequal property ownership rights coupled with biased socialization that leads to unequal access to and control of economic

---

<sup>3</sup> UNDP Human Development Report 2006

resources. Unemployment and underemployment of youths and women is another serious issue. The so-called investors from the West who siphon resources under bad policies such as tax holidays have had dire impact on the region's economy.

#### **1.4 Protection**

Armed conflicts, politically instigated violence, gender based violence, violence against children, coupled with the proliferation of small arms and light weapons are crucial issues, with strong governance dimensions in Eastern Africa. The lack of adequate laws (and their implementation) to protect people, especially women, children and youth in the region has led to great suffering. Domestic violence and is still a threat to the very survival of women and girls. Harmful traditional practices such as FGM and early marriages are still common. Youth and children are victims of conflicts, especially where they are manipulated and used in wars. Global warming and the resultant climatic changes represent a contemporary threat to the livelihoods of communities in Eastern Africa, given their proximity to the equator, and vulnerability due to dependence of rain-fed agriculture and other economic activities. HIV and AIDS are still a big threat to the people of Eastern Africa, with medicine and care still out of reach for the poor, in spite of a positive and successfully waged war against the scourge.

#### **1.5 Role of civil society and NCA partners**

##### **1.5.1 Role of civil society**

Civil society organisations and people's movements in Eastern Africa have been key stakeholders in delivering development programmes and services to millions of people. In fact, a majority of civil society organisation have earned high credibility among the people of Eastern Africa. Unfortunately, governments of the region have been rather antagonistic towards civil society, and some, like Eritrea and Ethiopia, have heavily controlled and stifled their activities. Nevertheless, civil society, particularly the churches and other faith institutions, represent a strong voice for accountable governance. This marks a beginning of a shift from a time when faith based organisation were not involved much in issues of governance and justice, to the establishment of movement of faith communities and interfaith networks advocating for issues such as economic justice, democracy, peace and human rights. This however needs to be strengthened and supported by NCA and other faith based agencies.

##### **1.5.2 Role of NCA partners in civil society**

NCA's main partners are churches, church based organisations and resource or knowledge-based organisations. The main strategy is linking knowledge and constituency. The churches need to be recognized as secondary duty bearers in relation to their long standing closeness and relations with the poor and the marginalized in the region as well as in relation to the fact that churches have committed themselves through various conventions and statements (e.g. WCC Statement on Human Rights adopted in the 1998 in Harare, Zimbabwe and the AACC "Yaounde Covenant" adopted in 2003). Churches and faith based organisation need to mobilise themselves around issues in accountable governance such as economic justice, climate change, peace, and ethical leadership among others. NCA and core partners have been instrumental in both faith and interfaith initiatives on issues related to governance and stability. These organisations have a huge constituency of churches and other religious communities, and a relatively high influence, even though this influence has not been utilised to the optimum.

NCA and partners have launched systematic capacity building initiatives in governance and related issues among religious organisations and civil society in several countries in the region. This has been very instrumental in empowering communities to hold their governments accountable, from local to national level.

## **2.0 NCA's Added Value**

NCA's strength is in linking resource and knowledge based organisations with constituency based organisations. The value addition is therefore founded on creating platforms for constituency based organisations to benefit from the expertise of institutions and organisations that have special technical knowledge and understanding of issues. NCA thus brings together regional organisations that have vast experience and resources in governance with leaders and members of churches and other faiths, to enable them to actively engage in issues of governance.

NCA in Eastern Africa at regional level works with and through church based regional and continental organisations such as the All Africa Conference of Churches (AACC) and Fellowship of Christian Councils and Churches in Great Lakes and Horn of Africa (FECCLAHA) and Building Eastern Africa Community network (BEACON). All these organisations have their headquarters in Nairobi, in the proximity of the NCA regional office. This complements the work at country levels with National Councils of Churches.

Knowledge on governance issues such as economic justice, budget and public funds monitoring, and human rights is essential for communities to engage with their governments and to hold the accountable. Through Rights Based Approach (RBA) rights holders, especially those among faith based communities are empowered by NCA and partners to know and claim what is rightfully theirs from the main duty bearers – states. Building movements of women, men and youth throughout the region who can proactively interrogate policies and actions is seen as a measure that will ultimately establish strong citizenry for accountable governance at all levels. NCA is therefore prioritising capacity building and mobilisation of constituencies to amplify their voice within their local and national contexts, as well as at regional and global levels. Mobilisation of groups within the church, and other faith-based institutions, particularly youth and women, will generate awareness, commitment and movement of communities that know and claim their rights in the context of governance.

Besides working with church related partners at country and regional level, NCA is building strategic alliances and partnerships. NCA's strength is to develop strategies that promote participation at several levels – from local to regional and where necessary, global. Experiences and competence of NCA staff and partners will benefit other partners in other countries in the region, and elsewhere, through networking and alliance building

NCA has over the years earned credibility as a development agency in the region and has national, regional and continental networks of partners and movements that inform, support, and link advocacy on governance issues at local, national, regional, continental and global.

## **II. NCA INTERVENTION STRATEGY**

### **3.0 Thematic Analysis and Priorities**

#### **3.1 Specified rights to be addressed by the programme**

Violations of several rights were identified in the participation, equity, and protection deficits in 1.2, 1.3, and 1.4 above. These rights are entrenched in normative rights frameworks such as the International Convention on Human Rights, human rights treaties and backed up by frameworks such as the Millennium Development Goals (MDGs). During this period, NCA will prioritise and focus on the following rights claims in the Eastern Africa regional programme:

- The right of all citizens (women, men and youth) to participate in the political governance and the public affairs of their country directly, or through freely chosen representatives and to have equal access to public service of their country. (ICCPR<sup>4</sup> Article 25, CEDAW<sup>5</sup> Article 7b, ACHPR<sup>6</sup> Article 2 - 5). In Eastern Africa, this right deficit is linked to leadership and decision making at all levels as well as the making and implementation of policies and decision regarding appropriation of national resources and democratic processes such as elections and referendums.
- The right to equal protection of the law (ICCPR Article 26, 27). Access to legal aid and protection from violence and conflicts in Eastern Africa is limited. The few wealthy elites in the region have more access to this protection, while the majority who are poor do not. Women and girls are particularly affected by violations such as harmful traditional practices and gender based violence which mostly goes unabated.
- The right to adequate standard of living, including adequate food, clothing and housing and to the continuous improvement of living conditions and provision of services (ICESCR<sup>7</sup> Article 11 and 12). Poverty is a rights issue in Eastern Africa – more than 50% of all the population live below the poverty line. Basic needs including food, shelter, clothing, access to healthcare etc. are still out of the reach of many. MDGs like eradication of hunger, maternal and under-five mortality are still far from being achieved, and UNDP reports that these are unlikely to be met by 2015 in a number of the countries in Eastern Africa.

### **3.2 Thematic Focus**

Promoting human dignity for poor and excluded men and women is the overall vision for NCA Eastern African regional programme. NCA programmes in this region will support and work with partners who contribute to increase the participation, equity and protection of the poor and the excluded. The regional programme will therefore focus on the following sub- themes under accountable governance theme. The regional thematic programme is developed to strengthen and support activities at country programme level from a regional level in order to link up to regional capacities and processes.

#### **3.2.1 Ecumenical and interfaith mobilisation for Economic justice**

Economic justice issues that NCA Eastern Africa region will follow up are international and regional economic policies, particularly the Economic Partnership Agreement (EPAs) between the European Union (EU) and countries of Eastern and Southern Africa (ESA) and public funds monitoring, including debt, budgets. These issues play a key role in poverty and livelihood in the region.

#### **3.2.2 Adaptation to Climate change**

The effects of climate change in communities in Eastern Africa have worsened over the past few years. Some of the particularly devastating effects are prolonged droughts, floods, and unpredictable rainfall, which have compromised agricultural production and people's ways of life. Adaptation to these effects will be prioritised in the region to protect communities from the devastation, but also to enable them survive these effects. Advocacy on environmental issues will focusing on precautionary and mitigation measures towards climatic changes.

#### **3.2.3 Faith communities and civil society for ethical leadership**

At the centre of unaccountable governance in Eastern Africa is the lack of ethical dimensions. Under this theme, NCA and partners in the region will seek to call

---

<sup>4</sup> International Convention on Civil and Political Rights

<sup>5</sup> Convention on the Elimination of All forms of Discrimination against Women

<sup>6</sup> African Charter on Human and Peoples' Rights

<sup>7</sup> International Convention on Economic and Social and Cultural Rights

governments to account on issues such as integrity, sound policy and practice, adherence to legal frameworks, protection of the poor and excluded, respect for life and genuine anti-corruption measures. The strategy for NCA's work under this theme is to mobilise civil society, particularly faith communities to engage their governments on issues of accountable governance. The voices of the poor and excluded men, women and youth will be amplified. The right for women, men and youth to raise their voice and consequently, their opinions being heard and considered by their leaders is crucial process under this theme.

### **3.3 Capacity Building**

Capacity Building will be a cross cutting theme in order to improve the capacity of partners and NCA and own staff to address issues related to governance and economic justice. The capacity building will be through specific trainings & competence building as well as experience and information sharing.

## **4.0 Strategies for Rights holders and Duty bearers**

### **4.1 Rights holders**

The main legal rights holders in the context of Eastern Africa regional programme are:

- Women, men and youth in churches and other religious institutions.
- Poor and excluded women, men and youth engaging in small scale farming and other economic activities.
- Women, men and youth in communities affected by the effects of climate change.

The regional programme will empower the rights holders to understand their rights and responsibilities and also to actively claim them from the duty bearers. Consequently, mobilizing and developing capacity of civil society and faith communities to initiate, participate and monitor social, economic and political processes related to governance at all is a priority. The Eastern Africa programme is by nature much directed towards national and regional policies and advocacy concerns. Main strategies for working with the rights holders are as follows:

- NCA's regional programme will prioritise the empowerment of the above mentioned rights holders by building their capacity and knowledge on their rights
- Mobilising the women, men and youth in the faith based institutions around issues related to governance and their livelihoods.
- Enabling their voices and facilitating forums where their opinions can be aired and heard, such as the media, public forums and others.
- Enabling and building creative capabilities among the youth
- Information and awareness creation among them to give them accurate information to engage with their governments and international community on specific governance themes
- Organise them to create a unified voice and solidarity in their actions to claim their rights

### **4.2 Duty bearers**

The main legal duty bearers in the context of Eastern Africa regional programme are

- Governments and government institutions.
- Churches and church institutions.
- Corporate and business entities.
- Civil society organisations at all levels.
- The UN and other international agencies.

- Regional entities such as the East African Community, the African Union and COMESA.

The main strategies for engaging duty bearers are threefold: dialogue, mobilising constituency, and confrontation. NCA's and partners will engage with the mentioned duty bearers in the region through advocacy and lobbying, especially for people oriented policies. Where necessary, confrontation by way of mobilisation of constituency (mainly the ecumenical movement and other faith based communities) and use of mass media will be used to reach these duty bearers.

## 5.0 Geographical Focus

Accountable governance will be included in all country programmes in different ways and focusing on different relevant issues. Economic Justice, focusing on international, regional and national economic policies will be a priority for Ethiopia, Rwanda, Burundi, Tanzania, Uganda, Sudan, and Kenya. Budget and public funds monitoring will be a priority in Tanzania and Kenya, while peace and reconciliation a priority for the countries of the Great Lakes region and the Horn of Africa. Issues of participation and ethical leadership and climate change will be given priority in all the 10 countries covered by NCA's Eastern Africa programme.

# III. PROGRAM IMPLEMENTATION

## 6.0 Programme Objectives

**Overall objective:**

Women and men (girls and boys ) in communities are assisted to equitably participate in the economic and political governance of their countries.

Specific objectives	Indicators	Sources and means of verification
<p><b>Objective 1:</b>                      Ecumenical and interfaith organizations mobilized for Economic Justice</p>		
<p><b>Expected results:</b></p> <ul style="list-style-type: none"> <li>• Core ecumenical and FBOs have assumed their responsible roles in promoting good governance in their respective institutions, countries and communities, focusing particularly on issues economic justice from an economic and social rights perspective</li> <li>• Regional networks and strategic partnerships built to build knowledge and advocacy agendas in our partner organizations.</li> <li>• Women and men, youth in communities are mobilised,</li> </ul>	<ul style="list-style-type: none"> <li>• Number of processes, initiatives and projects carried out by ecumenical and faith based organisations</li> <li>• Documented advocacy activities, involving regional and global actors</li> <li>• Economic justice issues raised from local to global level</li> <li>• Regional policy advocacy issues identified and pursued towards regional and/or continental</li> </ul>	<ul style="list-style-type: none"> <li>• Project plans and agreements, project reports, periodical reports, publications</li> <li>• NCA periodical reports, partners' updates and reports.</li> <li>• Publications, communication, NCA periodical reports, and other reports</li> <li>• Publications, documents with policy positions, reports/documents from regional/global bodies, media coverage.</li> </ul>

empowered and are contributing to governance issues at different levels (RH)	bodies (e.g. IGAD, EAC, AU, NEPAD) within and by the faith based organisation and networks	
<b>Objective 2:</b> Ecumenical and interfaith organizations mobilized for Climate Change issues		
<b>Expected results:</b>		
<ul style="list-style-type: none"> <li>Core ecumenical and FBOs have assumed their responsible roles in advocating at local, national, regional and global levels on issues related to the precaution, mitigation and adaptation in relation to addressing negative impacts of climate change in the region.</li> <li>Strengthened regional networks and strategic partnerships to build knowledge and advocacy agendas in our partner organizations.</li> </ul>	<ul style="list-style-type: none"> <li>No. of interventions at community level aimed at reducing effects of climate change</li> <li>No. Govt policies and regulations aimed at responding to effects of climate change</li> <li>FBO forums and networks against climate change</li> <li>Theological reflections on climate change</li> </ul>	<ul style="list-style-type: none"> <li>Project plans and agreements</li> <li>Project reports, periodical reports, publications NCA periodical reports, partners' updates and reports.</li> <li>Publications, communication, NCA periodical reports, and other reports</li> <li>Publications, documents with policy positions, reports/documents from regional/global bodies, media coverage</li> </ul>
<b>Objective 3:</b> Faith communities and civil society engage in advocacy for ethical leadership		
<b>Expected results:</b>		
<ul style="list-style-type: none"> <li>Civil society and FBOs as secondary duty bearers are mobilised and empowered to engage governments and state actors to demand good and accountable governance</li> <li>Increased representation of women, youth, PLWA and other marginalised groups in leadership within FBOS and in the government.</li> <li>Women, youth, and marginalised men have been mobilised and given space and voice to demand their rights and effectively engage their leaders to demand accountability</li> </ul>	<ul style="list-style-type: none"> <li>Number of forums between CSOs/FBOs and government institution</li> <li>Activities/initiatives of CSO/FBOs that engage states</li> <li>Number of women, youth, and other excluded people in leadership positions</li> <li>Number of active movements around the theme of accountable governance</li> </ul>	<ul style="list-style-type: none"> <li>Project plans and agreements, project reports, periodical reports, publications</li> <li>NCA periodical reports, partners' updates and reports.</li> <li>Publications, communication with EAA and other bodies, NCA periodical reports, and other reports</li> <li>Publications, documents with policy positions, reports/documents from regional/global bodies, media coverage</li> </ul>

**Overall Goal for capacity building as cross cutting issue:** NCA and Core partners' leadership skills, advocacy and programming capacities strengthened to enhance programming for realization of rights by rights holders

Specific objectives	Indicators	Sources and means of verification
<p><b>Objective 1:</b> NCA senior management and leadership accept and identify with the NCA vision and mission and from this inspire and facilitate development of co-workers to deliver their utmost in the battle for a just world</p>		
<p><b>Expected results:</b></p> <p>A regional NCA senior management and national leadership process that is well linked to respective NCA national management and leadership capacity building initiatives as well as to the NCA Global Leadership Development program</p>	<p>NCA senior staff and national leadership have</p> <p>(i) embedded ownership of NCA Vision/Mission and strategic documents</p> <p>(ii) recognized and understood the cross cultural dimensions gender challenges in implementing leadership and management in NCA Eastern Africa</p> <p>(iii) adequate core competencies as defined in GSP to implement the various programs and responsibilities they are assigned to manage and lead</p> <p>(iv) knowledge of all NCA relevant professional tools, formats and procedures</p> <p>(v) the character and integrity expected to function as leaders and management in NCA implemented programs in the region</p> <p>(vi) ability to secure team spirit within NCA implying willingness to cover duties and responsibilities outside of one's job description when required to do so</p>	<p>(i) Feedback from Area and Country Representative as well as core partner organizations</p> <p>(ii) feedback from staff in the respective programs</p> <p>(ii) Content of plans, reports and other relevant NCA I documents</p>
<p><b>Objectives 2:</b></p> <p>Ecumenical bodies in the region &amp; FBO staff equipped with skills and capacities for rights advocacy</p>		
<p><b>Expected Results</b></p> <ul style="list-style-type: none"> <li>Regional FBO leadership and staff competent in articulating rights advocacy and governance issue</li> <li>Rights, advocacy and governance issues incorporated in theological training material</li> <li>Effective capacities and</li> </ul>	<ul style="list-style-type: none"> <li>Effective FBO engagement with state actor/s on rights advocacy and governance</li> <li>Collaboration / coordination mechanism / structures for rights monitoring &amp; advocacy between FBOS and ecumenical bodies established</li> <li>Main partners have included at least one issue for policy</li> </ul>	<ul style="list-style-type: none"> <li>Media reports, Partner / Activity reports, campaign reports / pamphlets, Evaluations.</li> <li>Partner reports, Coordination structures ToRs, Monitoring reports,</li> </ul>

coherent media strategies for FBOs to hold duty bearers i.e. state actors in governance and service delivery, accountable	advocacy and program implementation. <ul style="list-style-type: none"> <li>• Coherent Media strategy to facilitate rights advocacy at local, regional and national level established</li> <li>• Rights advocacy and governance themes incorporated into theological training syllabuses</li> </ul>	and Theological college curriculum.
---	---	-------------------------------------

**Links between Partners and Program Objectives:**

An important criterion for choosing partners for NCA is the extent to which values, general objectives, thematic priorities, and vision are shared. The partners at regional level are umbrella organisations (regional or continental) that are in a position to influence policies at national, regional and continental level.

Core Partners	Type of Organization	Geographic Focus	Intervention
Building East African Community Network (BEACON)	Regional Faith Based Membership Organization	Regional	Economic justice
All African Council of Churches (AACC)	Continental Faith Based Membership Organization	Continental	Peace and reconciliation, information sharing and advocacy
Fellowship of Christian Churches and Councils in Great Lakes and Horn of Africa (FECCLAHA)	Regional Faith Based Membership Organization	Regional	Peace and reconciliation, human security, information sharing and advocacy
Ecumenical HIV and AIDS initiative for Africa (EHAIA)	Regional Faith Based /interfaith Membership Organization	Continental	HIV and AIDS

**7.0 Rationale for Choice of Partners, Resource Organisations, and Strategic Alliances**

**7.1 Capacity for NCA partners**

The programmes will be implemented with our main partners, who can either be core partners, resource partners, or strategic alliances. The core partners in the region are churches, diaconal ministries of the churches and regional church based organisations including FECCLAHA and AACC. The resource partners are mainly those organisations with specialised knowledge of accountable governance issues, but lack constituency. The main resource partner is BEACON which has many years of experience and competence in economic justice and governance issues in Eastern Africa. BEACON has long standing working relationship with churches and other religious institutions. The strategic alliances in the region are mainly other faith and civil society movements on accountable governance, with which NCA can work together to boost and support the agenda of the poor and the excluded and to strengthen the voice of the churches and communities in Eastern Africa. Other faith based agencies working within ecumenical alliances such as

ACT, Aprovev, and Ecumenical Advocacy Alliance form part of NCA's strategic alliances. All these partners have difference competences and capacities that when put together builds a strong synergy. Another reason for working with these partners is the shared values, track record in working with the poor and excluded in the communities and also the mandate from their constituency. These partners also have constituency and membership at all levels right from the grassroots to national and regional levels.

## 7.2 Partnership Strategy

The resource organisations will be linked with the core partners which are often constituency based. The resource organisations will build and enhance the capacity of the constituency in relevant issues within the theme of accountable governance. The reason for working with these partners is the shared values, track record of working with the poor and excluded in the communities and also the mandate from their constituency. These partners also have constituency and membership at all levels right from the grassroots to national and regional levels. There is however a need to identify and establish partnership with resource organisations on the climate change. NCA and partners have been working closely with Climate Network Africa (CNA) on climate change and related issues, but a concrete partnership has not been established.

## 7.3 Overview of Partners

<b>Name of partner</b>	<b>Building East African Community Network (BEACON)</b>
<b>Year of Foundation</b>	1996
<b>Mission</b>	To facilitate the attainment of a just, peaceful and sustainable society in Eastern Africa through capacity development, policy research, analysis and advocacy.
<b>Constituency</b>	Regional Faith Based Membership Organization
<b>Geographic Focus</b>	Regional East-Africa
<b>Thematic Focus</b>	Economic justice /governance
<b>Strategies</b>	Capacity building, advocacy and lobbying, research
<b>Role in Civil Society</b>	Providing information and capacity to the churches and church related organizations on economic policies with a view to enhance their participation and visibility on these issues. BEACON strategically placed to coordinate and focus energies on key matters of economic justice and sustainable development from a faith perspective.
<b>Particular Achievements</b>	BEACON has emerged as an ecumenical and civil society platform committed to securing social and economic justice, human rights, and good governance through capacity building, advocacy and information. BEACON has emerged as a strong voice of faith communities in issues of justice, good governance and human rights. Thus through its work, the organization is now viewed as a vehicle for empowering communities to understand their role and rights in society; an ecumenical entity for churches to advocate for justice; and a vehicle to disseminate information.
<b>Relationship with NCA</b>	Resource Partner
<b>Start of Cooperation</b>	2003
<b>NCA's rationale for relationship</b>	Resource partner for development of core partners' capacity within economic justice/accountable governance partner.
<b>Planned increase; decrease; phase-out</b>	Increase
<b>Strategic Potential for Future Cooperation</b>	Economic justice / accountable governance
<b>Partners, other than NCA</b>	Church Development Service (EED), Primates World Relief Development Fund (PWRDF) of the Anglican Church of Canada and Diakonia (Sweden)

<b>Name of partner</b>	<b>All African Council of Churches (AACC)</b>
<b>Year of Foundation</b>	20th April 1963 in Kampala, Uganda.
<b>Mission</b>	The All Africa Conference of Churches is a fellowship of churches and institutions working together in their common witness to the Gospel by: <ul style="list-style-type: none"> <li>• mobilizing to faithfully live the message of God's love;</li> <li>• nurturing a common understanding of the faith;</li> <li>• interpreting and responding to challenges to human dignity; and</li> <li>• acting prophetically in Word, Life and Service for healing.</li> </ul>
<b>Constituency</b>	The All Africa Conference of Churches (AACC) is a fellowship of Christian churches in Africa. This fellowship accounts for over 120 million Christians across the continent. AACC is the largest association of Protestant, Anglican, Orthodox and Indigenous churches in Africa and is a member of the worldwide ecumenical network. The fellowship has 169 members in 40 African countries. The membership comprises Churches, National Christian Councils, Theological and Lay Training Institutions, and other Christian organisations.
<b>Geographic Focus</b>	AACC's entire focus is the continent of Africa which is divided into five sub-regions mainly for administrative purposes. <ul style="list-style-type: none"> <li>• Northern Africa (5 countries)</li> <li>• Eastern Africa and Indian Ocean (7 countries)</li> <li>• Southern Africa (10 countries)</li> <li>• Central Africa (8 countries)</li> <li>• Western Africa (10 countries)</li> </ul>
<b>Thematic Focus</b>	Governance, Peace and Reconciliation, Information Sharing and Advocacy
<b>Strategies</b>	Owing to its strategic position, and being the largest ecumenical association in Africa, AACC works with member churches, National Christian Councils and other Christian organisations as a channel to realize their mission.
<b>Role in Civil Society</b>	AACC plays a pivotal role in civil society where it coordinates activities and serves as Africa's voice especially on advocacy and governance issues ensuring ecumenical growth and strengthening interfaith relations.
<b>Particular Achievements</b>	AACC participated in election observation for DRC in 2006. The AACC Ecumenical Observer Mission, comprised of 22 observers from 7 African countries, was deployed in 9 out of eleven provinces. The elections, which were held on 30th July 2006, were conducted in a peaceful, free and transparent manner. Norwegian Church Aid financially supported the venture. AACC and CARITAS created a strong common platform for rooted African advocacy during the 2007 World Social Forum.
<b>Relationship with NCA</b>	Core Partner
<b>Start of Cooperation</b>	January 1996
<b>NCA's rationale for relationship</b>	Core partner focussing on advocacy within the themes of Civil Society for Accountable Governance and Religions for Peace and Reconciliation
<b>Planned increase; decrease; phase-out</b>	Increase
<b>Strategic Potential for Future Cooperation</b>	Economic Justice /Accountable Governance/Peace and Reconciliation
<b>Partners, other than NCA</b>	AACC has global partners drawn for churches and church councils worldwide; Australia, Belgium, Canada, Denmark, Finland, Germany, The Netherlands, Norway, Switzerland, Sweden, Thailand, UK and USA.

<b>Name of partner</b>	<b>Fellowship of Christian Churches and Councils in Great Lakes and Horn of Africa (FECCLAHA)</b>
<b>Year of Foundation</b>	Officially registered in 1997
<b>Mission</b>	Creation of communities that are inclusive, harmonious and living an abundant life in the Great Lakes and Horn of Africa. Its mission is to enhance peace and reconciliation in the Great Lakes and Horn of Africa Region by facilitating ecumenical co-operation and fellowship within the framework of holistic Christian ministry.
<b>Constituency</b>	Regional Faith Based Membership Organization.
<b>Geographic Focus</b>	Regional East Africa & Great Lakes.
<b>Thematic Focus</b>	Peace and Reconciliation, Human security, Gender Based Violence, Information Sharing and Advocacy.
<b>Strategies</b>	Four key strategic issues addressed by FECCLAHA are: <ul style="list-style-type: none"> <li>• The continued human rights abuses coupled with lack of accountable governance in most member countries.</li> <li>• The prevalence of conflict and state of civil wars in a number of member countries which manifest itself in ethnic violence, armed conflict and ethnocentrism.</li> <li>• The proliferation small arms and light weapons in the region.</li> <li>• Gender issues and in particular, violence against women and children and lack of female participation in peace building and development.</li> </ul>
<b>Role in Civil Society</b>	<b>Primary constituency:</b> Member councils and churches in the Great Lakes and Horn of Africa (Christian Councils or Churches of: Tanzania, Congo, Eritrea, Mekanu Yesus/Ethiopia, Burundi, Kenya, Sudan, Rwanda, and Uganda), and their respective governments and civil societies.
<b>Particular Achievements</b>	<b>Policy/advocacy capacity/network relationships:</b> FECCLAHA offers a platform where 9 member councils and churches share perspectives on issues of common concern and map out ways of addressing them. It fosters strong ecumenical co-operation in taking ownership and responsibility for problems in the region and proactively seeking solutions to them. FECCLAHA raises awareness on the problems of conflict and violence in the region among its constituency and advocates for their peaceful resolution. It continues to work at developing an ecumenical platform for contribution to the peace process in Somalia. <b>Gender awareness/integration:</b> FECCLAHA promotes gender awareness and integration into its mainstream programming. For example, FECCLAHA organized with Nairobi Peace Initiative (NPI) a Regional Consultation for Women Working in Peace Through Faith-Based Institutions with recommendations for the UNIFEM-coordinated Regional Meeting of Women's Organization in 2004. FECCLAHA, along with NPI, was also able to make a technical representation based on its earlier women's consultation to the International Conference of the Great Lakes Region's Technical Meeting on Gender Dimensions of Conflict, Peace and Security. FECCLAHA also launched the Tamar campaign to counteract violence against women and children.
<b>Relationship with NCA</b>	Core partner
<b>Start of Cooperation</b>	1999
<b>NCA's rationale for relationship</b>	FECCLAHA's core business falls within the following NCA thematic focus areas: <ul style="list-style-type: none"> <li>• Civil Society for accountable governance</li> <li>• Men and women address gender based violence</li> <li>• Religions for Conflict Transformation and Peace Building.</li> </ul>
<b>Planned increase;</b>	Increase

<b>decrease; phase-out</b>	
<b>Strategic Potential for Future Cooperation</b>	Mobilization of constituency/faith based organizations in the region for issues of peace and reconciliation, interfaith dialogue, gender based violence and accountable governance.
<b>Partners, other than NCA</b>	Canadian Ecumenical Justice Initiatives (KAIROS), Christian Aid, Church World Service, Church of Sweden, Dan Church Aid, Inter Church Organization for Development Cooperation (ICCO) Lott Carey Baptist Mission, Pax Christi-Netherlands, World Council of Churches.

<b>Name of partner</b>	<b>Ecumenical HIV and AIDS initiative for Africa (EHAIA)</b>
<b>Year of Foundation</b>	2001
<b>Mission</b>	To slow down and eventually halt the progression of the AIDS epidemic in Africa.
<b>Constituency</b>	Regional Faith Based /Interfaith Membership Organization
<b>Geographic Focus</b>	Continental Africa/ EHAIA EA region; Eastern Africa and Great Lakes
<b>Thematic Focus</b>	HIV and AIDS
<b>Strategies</b>	To support people living with and affected by HIV and AIDS through building the capacity of religious leaders and institutions (through training, consultations and exposure visits; production of material for both training and education at all levels; promoting networking and collaboration at local, national and international levels; advocacy and providing treatment literacy).
<b>Role in Civil Society</b>	To bring the role of Faith Based Organization to the table with governments, Africa Union and UN agencies; scaling up the active participation of religious bodies in prevention, care & support, advocacy and elimination of stigma, discrimination and denial; supplementing and complementing government efforts where and where necessary.
<b>Particular Achievements</b>	More religious leaders are becoming aware of their role in responding to the challenges of HIV and AIDS in Africa through their respective institution; more religious leaders have gone public about their HIV+ status and have become peer educators and advocacy activists; more people living with or affected by HIV and Aids are seeking services i.e. joining support groups and accessing ARVs/ART; there is a variety of resource materials produced by EHAIA for various cadres and languages.
<b>Relationship with NCA</b>	Supplementing our effort and sharing resources i.e. human and financial; promoting ecumenical collaboration and scaling up networking mechanisms to bring more stakeholders on board; information sharing and mapping of who is doing what, where and for whom to avoid duplication.
<b>Start of Cooperation</b>	June 2006
<b>NCA's rationale for relationship</b>	Strategic Regional Core partner to supplement and support respective country based HIV and Aids programs. Competence building, networking, sharing of best practices.
<b>Planned increase; decrease; phase-out</b>	Increase.
<b>Strategic Potential for Future Cooperation</b>	Will bring more ecumenical organizations and platforms to join us for a more concerted thinking and cooperation. Plans are already underway for accompanying each other in resource mobilization and research.
<b>Partners, other than NCA</b>	WCC Geneva

## **8.0 NCA contributions**

Apart from financial support, NCA will mobilise churches to rally around specific governance issues through forums, public expressions, theological reflections and fellowships. Resource partners will be supported and facilitated to gain more competence and to impart it on the core partners. NCA regional staff and office will build the capacity of and accompany the partners in their interventions towards achieving accountable governance. Where necessary, NCA staff at the head office or other regions and countries will be used to support partners and their programmes.

Linkages and alliances between partners in the region with resources and other organisation in Norway and other parts of Europe will be established. This is particularly crucial for global dimensions of some of the governance issues. A key competence that NCA will seek to impart to the partners is communication and use of the media, including mass media and new media like the internet. NCA will further facilitate exchange of knowledge and experience through opportunities such as partner exchanges and Fredskorpset (Norwegian Peace Corps) and other regional initiatives.

## **9.0 Monitoring and Evaluation**

The activities, objectives and programmes planned during this period will be monitored and evaluated. The results will be measured according to the log frame presented in this plan. The Regional offices will conduct thematic evaluation related to the regional strategies. Regional evaluations on Gender, FGM, HIV and AIDS and water/sanitation have already been carried out, and findings recommendations reflected in revised country and programme planning. An overview of the planned thematic evaluations is presented in the regional introduction (5.0). The regional coordinators will conduct regular monitoring visits to partner and projects under the thematic programme. Routines and guidelines for monitoring of partners and projects have been developed and recently refined at an organisational level and will be implemented.

## **10.0 Assessments**

### **10.1 Assessment of relevance of programme in relation to international or regional plans and priorities**

NCA accountable governance programmes in Eastern Africa are relevant to the UN Millennium Development Goals (MDGs) and is linked closely to the International Conventions on Civil and Political Rights, International Convention on Economic, Social, and Cultural Rights, the Convention on the elimination of All forms of Discrimination against Women and the Beijing Platform for Action (ICCPR, ICESCR, CEDAW and BPFA). The regional programme will work in tandem with national Poverty Reduction Strategy Plan (PRSP) in their various forms, and other strategies being implemented in the countries of the region. The African Peer Review Mechanism (APRM), an instrument voluntarily acceded to by member states of the African Union is another important regional initiative on accountable governance. Six countries in Eastern Africa are part of APRM - Kenya, Uganda, Tanzania, Rwanda, Sudan and Ethiopia.

### **10.2 Assessment of relevance in relation to Norwegian development assistance objectives**

Accountable governance is a key component of Norwegian development assistance goals. The relationship between poverty eradication and accountable governance has been identified in NORAD's goals for Development Cooperation as well as the Norwegian

Ministry of Foreign Affairs.<sup>8</sup> Other priorities that Norwegian development assistance has prioritised, and which are relevant to the NCA Eastern Africa regional accountable governance programme are economic justice, HIV and AIDS, gender based violence and civil society mobilisation. The Africa strategy developed by Norwegian Ministry of foreign affairs also clearly identifies accountable governance as a key factor in improving the general situation in Africa at large and that this will be a focus of Norwegian development assistance in the coming years.

### **10.3 Assessment of Expected risks**

Challenging strong stakeholders like the governments in Eastern Africa comes at a risk, a risk that some faith-based organisations are reluctant to take. In some of the eastern African countries the major faith based organisations are very close to the government structures and find it difficult to enter into advocacy that could be seen as a criticism of the government. However, with the major regional faith based organisations on board and leading the way the national faith based organisations will benefit from international support and access to networks that can influence policies at local, national, regional and international level.

### **10.4 Assessment of Sustainability**

The focus of the programme is begging for sustainability, and financial input is less prominent than sustainable networking, capacity building, advocacy development and resource mobilization.

## **11.0 Budget estimates for 2007-2009**

<b>Year</b>	<b>2007 (budgets)</b>	<b>2008 (estimates)</b>	<b>2009 (estimates)</b>
<b>Amount (NOK)</b>	<b>5 million</b>	<b>4 million</b>	<b>5 million</b>

---

<sup>8</sup> The Norwegian Agency for Development Cooperation (NORAD) [www.norad.no](http://www.norad.no)