

# CITIZEN AGENCY CONSORTIUM



*Annual Progress Report*

April 2016



## Contents

1. Introduction.....	3
1.1 Partnership .....	3
1.2 Planning, Monitoring, Evaluation and Learning .....	3
1.3 Civic space .....	4
1.4 Inclusivity.....	4
1.5 Climate Change and Environment.....	4
2. Sustainable Diets 4 All .....	5
2.1 Main results of the thematic programme .....	5
2.2 Progress in 2016 .....	7
2.3 Challenges .....	7
2.4 Learnings .....	7
2.5 Collaboration with the Dutch Government.....	7
3. Green and Inclusive Energy .....	8
3.1 Main results of the thematic programme .....	8
3.2 Progress in 2016 .....	9
3.3 Challenges .....	9
3.4 Learnings .....	10
3.5 Collaboration with the Dutch Government.....	10
4. Decent Work for Women in horticulture value chains .....	11
4.1 Main results of the thematic programme .....	11
4.2 Progress in 2016 .....	12
4.3 Challenges .....	13
4.4 Learnings .....	13
4.5 Collaboration with the Dutch Government.....	13
5. Open Contracting .....	14
5.1 Main results of the thematic program .....	14
5.2 Progress in 2016 .....	15
5.3 Challenges .....	15
5.4 Learnings .....	16
5.5 Collaboration with the Dutch Government.....	16
6. Concluding remarks.....	17
6.1 Bringing synergies and learning within the Strategic Partnership .....	17
6.2 Shrinking civic space.....	17
6.3 Partnering strategically .....	18

## 1. Introduction

The Citizen Agency Consortium is a partnership between IIED, ARTICLE 19 and Hivos. The consortium has entered into a strategic partnership with the Dutch Government for the period 2016 to 2020 under the Dialogue and Dissent Framework. The aim of the partnership is to develop civic organisations' capacities to influence policy and practices of market and government actors, through citizen action. The programme covers four themes: Sustainable Diets 4 All, Green and Inclusive Energy, Decent Work for Women and Open Contracting.

This annual progress report provides an analytical overview of the progress achieved in 2016 on the intended outcomes in comparison to the Theory of Change. This report should therefore be read in combination with the Theories of Change as submitted through our programme document (July 2015) and our inception report (August 2016) which describes the context analysis and state of affairs and lobby and advocacy priorities and targets chosen.

In the ensuing chapters each of the four themes is presented through the same overall structure: 1) the main results on capacity development and lobby and advocacy of the thematic programme, 2) the progress in 2016, 3) challenges, 4) learnings, and 5) collaboration with the Dutch Government.

### 1.1 Partnership

The cooperation between the three consortium members is based on added value. Besides Hivos as the lead organisation, all consortium members are involved in the strategic steer, annual planning and overall monitoring of the programme. On thematic level, IIED's involvement is most significant in the Sustainable Diets 4 All and the Green and Inclusive Energy themes, while ARTICLE 19's involvement is most significant in the Open Contracting theme. IIED is playing a lead role in research and is working with partners and staff to identify research priorities, and supporting and developing research capacity. ARTICLE 19 has a leading role in coordinating lobby and advocacy around Open Contracting at both regional as well as international level.

The partnership with the Dutch Ministry of Foreign Affairs has continued on a similar critical but constructive basis, with continued direct cooperation with the Thematic and the Civil Society Divisions throughout 2016. The first year has also been crucial for enhanced cooperation with embassies. The consortium was represented in all relevant embassy meetings around the strategic partnership. It was discussed on a case-to-case basis how the embassy staff prefers to and can be involved in the programme. Although the involvement and added value varies by theme and country, we have seen that joint efforts contribute to achieving goals more effectively. The thematic chapters describe influencing opportunities and examples of effective collaboration.

### 1.2 Planning, Monitoring, Evaluation and Learning

Apart from the regular programme monitoring, the main focus in 2016 was on the two most important aspects of our results monitoring: 1) outcome harvesting of lobby and advocacy results and 2) (self-) assessment of capacity development results.

Initial rounds of introduction to the principles of Outcome Harvesting were held for staff and for (prospective) partner organizations in 2016. The first cycle of Outcome Harvesting has started in January 2017 when M&E staff were formally trained to become 'Harvester Coordinators' in their respective region. They subsequently trained 'Harvesters' – programme staff in both partner organisations and consortium members – to formulate Outcome Statements that are underlying the results described in this report.

In 2016, the first partner capacity self-assessments were done, complementing and deepening the more general information of the baseline studies. The self-assessment is tailor

made per theme, building on a generic template inspired by the 5C model. Based on these assessments, the first capacity development interventions have been designed and implemented.

### 1.3 Civic space

A vital civic space that allows citizens to actively exercise their fundamental civic rights and actively participate in society is a prerequisite for the success of all programs under the Strategic Partnership. Access to information about how government is working, how decisions are made and how public money is spent, as promoted under the Open Contracting program, is as fundamental as freedom of expression, freedom of assembly, freedom of media, and the right to privacy. However, all of these fundamental human rights are under pressure in many countries around the world, resulting in a closing civic space.

We therefore see the defence and expansion of civic space as a precondition and cross-cutting issue for our consortium. Therefore, Hivos and ARTICLE 19 are taking a coordinating role to help defend/expand the civic space in selected countries.

### 1.4 Inclusivity

Inequality (social and gender inclusiveness) is addressed in every level of our Theories of Change and is something strongly emphasised in our thematic programmes and our collaboration with our partners. For example: in Kenya, conversations between the Open Contracting team and the Kenyan Government have indicated to do a research on the impacts of the Government's inclusivity policy in the Public Procurement Act<sup>1</sup> which foresees that 25% of contracts should be give privilege to youth, women and people with disabilities. The aim of the research is to understand if and to what degree such policies yield concrete results on inclusivity in public contracting. In Southern Africa, the programme emphasizes and encourages staff and partners to be as ambitious as possible in ensuring that there is an increase in the number of female participants in the capacity development initiatives as well as lobby and advocacy programmes. In East Africa, the Energy team works closely with two gender organisations that can bring specific expertise in this field. The other selected partner organisations have been trained on gender and social inclusion to make this a core component in their work and a strong focus in their advocacy.

### 1.5 Climate Change and Environment

Because of the relevance of environment and reducing climate change to all consortium members, these themes are mainstreamed in all 4 thematic programmes. All 4 themes are either directly aimed at improving sustainability or have, at the very least, a 'do no harm' strategy when it comes to environment, for example by putting green growth and development opportunities central in lobby and advocacy, by developing green and sustainable alternatives, by incorporating environmental impact in CSR business advice, or by collaborating with environmental organisations in sustainable trade initiatives.

In 2016, the Open Contracting team and Green and Inclusive Energy team have developed a pilot project to track and analyse public money flows and contracting in relation to climate finance in Kenya. The Green and Inclusive Energy team builds on the interrelation of energy with climate in the assumptions underlying the Theory of Change. The team works closely with climate change organisations and has been present at the UNFCCC COP. Together with national partner organisations they participated at the discussion on a climate agenda in the Open Government Partnership (OGP) framework and is following up on INDC and COP agreements. The Sustainable Diets for All team is addressing the policies of the Zambian government to promote mono-cropping of maize, leading to mono-diets causing malnutrition and soil degradation.

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<sup>1</sup> Access to Government Procurement Opportunities (AGPO), [www.agpo.go.ke](http://www.agpo.go.ke)

## 2. Sustainable Diets 4 All

The Sustainable Diets for All Programme is being implemented in Uganda, Zambia, Indonesia, Bolivia and at international level. The aim of this programme is to influence policies and practices of government actors, private sector and international institutions, using citizen action to promote sustainable diets for all. The programme links agriculture, food and nutrition policies at local, national and international level and is strongly connected to the SDGs, especially SDG2 and 12. In all four countries local multi-stakeholder platforms are supported and strengthened to influence government and private sector. In Bolivia, we are working together with an existing platform and in Uganda, Zambia and Indonesia, where there are no existing platforms, we have set up **Food Change Labs** together with local partners.

### 2.1 Main results of the thematic programme

#### a) Capacity Development

During the preparation of food lab events in Uganda and Zambia, consortium and partner staff was trained on the use of the food lab methodology by external experts. In Bolivia, the training was provided by the global food lab coordinator. IIED initiated the development of research capacity of staff and partners in Uganda, Zambia and Indonesia through visits and on-line support. Through strategic collaboration with the global Slow Food network, we aim to raise the voice of youth in global and national food debates. Hivos organised a capacity building workshop with the Slow Food Youth Network during the biannual Slow Food Terra Madre event in Turin in September. One hundred young food leaders from around the world learned and exchanged about the Food Change Lab approach and food system innovation. The collaboration resulted among others in a 'Change Makers Guide'<sup>2</sup>.

#### b) Lobby and Advocacy

In **Indonesia**, the programme focuses on urban problems of malnutrition and the role of food street vendors in poor city dwellers diets. Many Municipal Governments have clamped down on food vendors in the name of promoting formal and modern food distribution, improving food safety, and reducing traffic congestion. In 2015, we organised several multi-stakeholder sessions in Bandung and initiated citizen research, such as food diaries of more than 300 female garment workers. The outcomes of these sessions and research were discussed with Local Government officials in 2016. As a result, they acknowledged the importance of food vendors for the daily nutritional intake of many urban citizens and welcomed the food vendors to approach Government directly on future needs.

In **Zambia**, the mono-cropping of maize leads to mono-diets, causing malnutrition. In addition, it is one of the main contributors to soil degradation, making the country vulnerable to the impact of climate change. Together with local partner organisations, a Food Change Lab session was organised in November 2016, with around 50 participants from farmer communities, Government entities, media, civil society organisations, companies and churches. Six multi-disciplinary groups developed concrete proposals for action. A main outcome is the declaration of the Zambian Government, that the Farmer Input Support Program (FISP) is a failed project and will be further revised. The consortium and partners urged the Ministry of Agriculture to review FISP to stimulate more diversified crop production, uplifting the livelihood of the people. The Government has since scaled up the e-voucher system of the program so that farmers have more freedom to choose what to plant.

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<sup>2</sup> <https://www.hivos.org/building-future-food-leaders-change-makers-guide>

In April 2016, Kaborole Research Center (KRC), IIED and Hivos organised the first People's Food Summit<sup>3</sup> in Fort Portal, **Uganda**. The meeting brought together a variety of people to discuss how to change the region's food system so it can provide affordable and nutritious food, create sustainable jobs and drive green and inclusive growth. Here, our previous work to connect and engage different stakeholders in the Food Change Lab paid off: The Summit ended in a range of impressive commitments. Elected leaders pledged to amend the 1935 Public Health Act that prohibits street vending. Farmers decided to cooperate and promote local value addition. In turn, the National Planning Authority committed to develop a case study of integrating food systems in Fort Portal planning systems and to focus on sustainable food production in its next five-year plan. A local 'Coalition of the willing' was formed by 20 participants to continue the Food Change Lab work and track the commitments made. In December, KRC and the consortium organised a breakfast meeting with 37 Members of Parliament (MPs) of the Food Security Forum. The MPs made a commitment to pursue the agenda on food and nutrition security in their constituencies using the evidence and learnings of the Food Summit in April 2016 and pledged to influence Parliament to review the 1935 Public Health Act that is no longer applicable to the current food situation.

In **Bolivia**, a major achievement was the formation of a consortium of 4 partner organisations. This consortium unifies different networks connecting more than 50 institutions (NGOs, farmers' organisations, government entities, gastronomy sector, civic movements) at local and national level. We have extended our previous work with partners around indigenous Andean grains such as quinoa, ensuring a balance between (global) demands, farmer's income and affordability for consumers, which contributed to the commitment of the Minister of Production Development and Plural Economy to transform the quinoa, cañahua and amaranth value chains from production to consumption in order to make use of the nutritious qualities and to create added value for small scale producers. The Minister accepted an IFAD credit of USD 31 million programme to support this transformation.

Furthermore, we partner with Fundación Alternativa to strengthen multi-stakeholder food councils in the cities of La Paz and Sucre. These councils work with the respective City Governments to co-create inclusive urban food policies for food security of the urban poor. In 2016, the organisation supported the La Paz Food Council with the development of a plan for a municipal storage and market place which was well received by the La Paz Municipal Government.

Our **international** advocacy strategy is mainly being implemented through the Sustainable Food Systems (SFS) Programme of the UN 10-Year Framework of Programmes (10YFP) of which Hivos is a co-lead. Direct influencing has contributed to a sharper definition of the SFS Programme's strategic direction and thematic focus, as well as increased Southern ownership. Southern membership has increased from 21 out of 95 to 42 out of 122 by the end of 2016.

We engaged in various ways with the Dutch public and political arena. Through the Dutch NGO lobby platform of AgriProFocus, several lobby letters were co-signed in 2016, advocating for policy coherence and a holistic view on food, agriculture and nutrition related issues. The first National Food Summit was held by 4 Ministries in January 2017. The cause for more agricultural diversity was articulated by IIED through an opinion editorial in the Guardian in October 2016.<sup>4</sup> In the Netherlands we launched the [Eenheidsworst](#) ('One-size-fits-all sausage') mini-campaign on World Food Day, sensitizing the Dutch public and relevant stakeholders in the Dutch food policy environment on the necessity to diversify food production, supply and consumption.

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<sup>3</sup> <http://www.foodchangelab.org/uganda-food-change-lab-publication-launched>

<sup>4</sup> <http://news.trust.org/spotlight/World-Food-Day-2016>

## 2.2 Progress in 2016

During the inception phase the following four lobby topics are selected to be addressed at national and international level: 1) Diverse and healthy consumption, 2) Diverse and nutritious production, focus on crop and seed diversity, 3) Inclusive and sustainable urban food systems, focus on the informal sector and small businesses, and 4) Efficiency in the food system, to internalise the external social and environmental costs of food consumption and production.

The inception report was prepared based on country scoping studies and interviews with key stakeholders. Most country level baseline surveys were finalized by the end of 2016, including needs assessments about the lobby and advocacy capacities of partners. At the end of 2016, 10 partners have been selected in Indonesia (2), Uganda (2), Bolivia (4) and Zambia (4). In each country, IIED has made an inventory with partners and staff to identify priorities for research and support in relation to the identified lobby topics.

## 2.3 Challenges

- *'Too many cooks in the kitchen'*: In all implementing countries, at least a dozen of ministries and government agencies have food-related portfolios, ranging from the Ministries of Agriculture, Economy and Health to the Ministries of Education, Tourism, and Women's Affairs. To bring these silos together, we promote multi-stakeholder cooperation and policy coherency among the ministries.
- The media has limited understanding of sustainable diets for all, so in most countries we use sustainable food for more popular communication. We will organise specific capacity development activities with media in 2017. In addition, we will create stronger linkages with communities and encourage the supply of sustainable food via our alliances with the gastronomy and slow food movements and innovative companies.
- The focus on consumption and production, including the rural and urban dimension is relatively new. Hivos and partners had to re-position themselves, which took time and efforts, including recruitment of new staff and identification of new partners.

## 2.4 Learnings

- The thorough, though time-consuming, inception phase has paid off. The breadth of issues and actors surrounding the food system were identified, mapped and discussed with relevant stakeholders, and sharpened in every stage from scoping studies, inception reports to baseline reports. This contributed to more focused country Theories of Change as well as detailed work plans of Hivos, IIED and local partners.
- Collaborative capacity development and networking has proven its usefulness, i.e. the joint learning event with Slow Food and the consortium in Bolivia. Influencing policies and practices at (inter)national level in collaboration with peer organisations and other actors has proven to be more effective, i.e. in the Netherlands (AgriProFocus), at EU-level (Alliance2015) and at international level (SFS-Programme).

## 2.5 Collaboration with the Dutch Government

Regular exchanges with the Thematic Division IGG (*Directie Inclusieve Groene Groei*) of the Ministry of Foreign Affairs and with Dutch embassies took place. In Indonesia and Uganda opportunities for further collaboration will be explored, especially in relation to small and medium enterprises (SME) entrepreneurship to promote sustainable food and create more jobs and added value locally. We have supported the Dutch Government to take an active role in the 10YFP Sustainable Food Systems (SFS) Programme. A representative of the Ministry of Economic Affairs has replaced the representative of the Ministry of Environment and Infrastructure as member of the Multi-stakeholder Advisory Committee (MAC) of the SFS Programme.

### 3. Green and Inclusive Energy

The Green and Inclusive Energy programme aims for a transition towards green and inclusive energy systems so that energy needs of women and men are met for their daily activities, livelihoods, education and health, creating economic opportunities and growth whilst mitigating climate change. The programme is being implemented in Indonesia, Nepal, Kenya, Tanzania, Zimbabwe, Malawi, Nicaragua and Guatemala. The programme's nucleus is on cooperation with and capacity strengthening of national civil society to effectively advocate in favour of green and inclusive policies. Also non-energy organisations working on issues like health, climate change, media, gender, knowledge, consumers and youth are part of this programme. The programme links energy policies at international, regional and national level and is strongly connected to the SDGs and especially SDG7 on Energy.

#### 3.1 Main results of the thematic programme

##### a. Capacity Development

We have developed capacities on the job and used the capacity self-assessment model for a more structured approach. The self-assessment process has started with all partners and consortium members in 2016 and will lead to a joint capacity development plan in 2017.

At a **global level** the COP22 and the Open Government Partnership (OGP) Summit were used as opportunities to train consortium and partner staff on the job. Representatives from all regions were briefed beforehand on core issues, goals, and main targets and how to interact and build relations with stakeholders. They also went through media and blog writing training. This has helped the team to be more strategic and effective during these high-level events. To improve understanding of Climate Finance, a webinar was set up in which IIED gave an explanation on this important topic.

In **Central America**, the team worked with an experienced consultant to address the complexity of working with a regional network of partners (ACCESE) as developing capacities in a regional network requires extra work and a different approach.

Significant capacity development took place in **East and Southern Africa** through peer to peer partner exchanges at national level, and through a joint meeting that allowed for high impact learning and knowledge sharing between partners and consortium staff from Kenya, Tanzania, Zimbabwe, Malawi and the Global Office.

In **Indonesia** national partners and consortium members have divided tasks to address some capacity development topics, e.g. training on communication and on advocacy. In **Nepal** a consortium of seven partners including energy and non-energy CSOs agreed to enhance knowledge and skills of the consortium on lobby and advocacy and Green and Inclusive Energy issues.

##### b. Lobby and Advocacy

**Globally** Hivos and national partners played an active role in the coalition of NGOs that worked with the Climate Vulnerable Forum and the COP22 Presidency to highlight the need for a shift to 100% RE for all to stay below 1.5C. They stressed the key role that decentralised renewable energy plays for economic development of low income regions and the partner and community award winner Umbu Jianji from Sumba, Indonesia, was invited to share his personal experience. This led to the adoption of the [CVF Marrakech Vision](#) by 48 climate vulnerable countries).

In **Africa**, the programme strengthened regional advocacy towards bodies such as the East African Community (EAC) and SADC and more widely, the African Development Bank (AfDB). This led among others to participation in the SADC energy Thematic Group discussions twice a year and consultation on the role of civil society in SADC/ SACREE. The programme partners engaged closely with the Ministry of Energy and Petroleum in Kenya through the SEforALL Technical Team. For example by providing guidance on content and processes of



devolution of SEforALL and on the draft county energy framework before it was shared with the 47 Counties in Kenya. Bringing partners together has been particularly prominent in Tanzania, where they have formed a solid network, are organising their own capacity development and are incorporating each other's outputs in their proposals to build on each other's work.

In **Central America**, the main advocacy targets are IDB and OLADE. The programme managed to change their vision about civil society by showing them that CSOs are not looking for funds but for advocacy space. The Latin America coalition could build on their positive relationships with international institutions to act at national level.

In **Indonesia**, there was no systematic national vision or guidelines around the preparation of community energy projects, including the securing of investment for smaller energy projects. Pressure of the consortium and partners has led to the Ministry of Energy and Mineral Resources to publish the rural electrification regulation in December 2016, aimed at mini-grids and end of mile energy solutions. This regulation has opened doors to businesses to invest in renewable business models in rural areas.

In **Nepal**, the consortium lobbied for the new APEC strategy (starting 2017) to shift focus from using subsidies to a market based approach and to change APEC role from direct implementation to support an enabling policy framework.

### c. Research

In 2016, the Energy team has started to build a joint research plan for all regions. The report "[Unlocking Climate finance for the poor](#)", is the first report in one of the main research areas on climate financing. Reports on climate finance have also been prepared for Tanzania and Central America. In Tanzania, the program established the Energy Change Lab. Research topics include Productive Use of Energy, Transparency, the role of citizens and developing crowd grids.

## 3.2 Progress in 2016

In 2016, baseline studies have been finalized, Theories of Change at global, regional and national level have been developed and improved in cooperation with partners and external stakeholders. For all countries, partnerships with local organisations have been established and agreement has been reached on (financial) support, ways of cooperation and activity plans. Regular national meetings have been organized and at global level international meetings e.g. COP21 have been used not only to influence the outcome of the meetings but also to start developing capacities of national partners' and consortium staff.

## 3.3 Challenges

- Hivos is member of the steering committee of the Alliance of CSOs for Clean Energy Access (ACCESS) at global level and Hivos regional staff are the regional lead for ACCESS. This provides an opportunity to bring all CSOs together but it has also been a challenge to coordinate such a wide variety of organisations. Moving forward, the approach will be to a) work with existing networks and b) move ahead with interested parties in energy access policies.
- In this programme Hivos, ENERGIA and IIED are strategically and actively working with civil society partners. However, some partners tend to see Hivos merely as a donor. This hinders the partnership to work as an alliance in which every member has a sense of belonging to the project, rather than an implementer of a sub-grant project. Consistent engagement and persistent use of the word 'partnership' with its intended meaning gradually changes partners' perspective.
- Tighter scrutiny of CSO activities has led to delays. E.g. the Government of Nepal requires that all projects implemented by NGOs are reviewed and approved by the Social Welfare Council, which took 8 months. Credible work relations of the lead CSO (CRTN) with the Government of Nepal was instrumental to overcome this hurdle.

### 3.4 Learnings

- The political environment can change quickly and limit space for civil society to effect change. In Central America, we focus on regional and national level (Nicaragua). However, in Nicaragua the political space has become too small. In 2017, we plan to move to Guatemala, where we envision more possibilities for impact.

### 3.5 Collaboration with the Dutch Government

The Energy team has met with all embassies in the countries and regions where the programme is being implemented. Although most embassies do not have a very strong energy programme, the interactions have been positive and will enable future strategic cooperation.

The consortium has regular contact and a strategic cooperation with the Dutch Ministry of Foreign Affairs. A successful case was related to finance for decentralized energy in Nicaragua. Combining knowledge of local partners with the representation of the Dutch Government in the SREP committee ensured that funds for decentralized energy in Nicaragua were not relocated.

## 4. Decent Work for Women in horticulture value chains

The Decent Work for Women programme aims to achieve decent work for women in global horticulture value chains (flowers, fresh vegetables; beans, chilies and avocados), by making these chains gender inclusive. The implementing countries are Ethiopia, Kenya, Rwanda, Tanzania and Uganda in East Africa and in Malawi, Zambia and Zimbabwe in Southern Africa, where we are working with all actors involved in the production. In the Netherlands, we are working with the end users in the value chain (consumers and retailers).

In 2016, the Women@Work campaign has entered into a new phase. Next to flowers, we started working on several vegetable sectors, like green beans in Kenya, chilies in Malawi and we prepared for an expansion to Southern Africa. Meanwhile we have deepened our work in East Africa, through the development of a model sexual harassment workplace policy. In Kenya, the partners have piloted an innovative method to ban sexual harassment from the horticulture farms, by involving all key actors. Employers, trade unions, workers, civil society organisations and governments all engaged in a constructive dialogue on how to achieve safeguards against sexual harassment in the workplace. In a collaborative effort, each party agreed on its specific obligations; this not only created broad ownership of the policy, but also a sustainable system of checks and balances.

### 4.1 Main results of the thematic programme

#### a. Capacity Development

Women@Work partners undertook a self-assessment on their lobby and advocacy capacities to deliver on the key objectives of the campaign. Based on these assessments the partners listed their priorities for capacity development to reinforce their lobby and advocacy on decent work for women, such as understanding the global horticulture value chain; media advocacy and public campaigning tactics; engaging with regional bodies as EAC and SADC, and international mechanisms as the UNGP, CEDAW and CSW; lobby strategies based on power analyses and actor mapping; and understanding market certification. During regional partner meetings, some of these issues were addressed, for example gender in horticulture value chains and the regional and international mechanisms for corporate accountability.

#### b. Lobby & Advocacy

In **East Africa**, the programme has established itself as the region's largest, structured dialogue and advocacy platform on labour rights of women. The programme has successfully enlisted the partnership of strategic regional actors with experience and sector-wide acceptability for a credible intervention on labour and gender rights. The programme has also overseen the development of an over-arching theory of change and thematic strategies that have been translated into successful interventions or project plans to influence the horticultural sector. Thus, the programme has acquired growing acceptability and credibility to influence the horticulture sector.

In **Southern Africa**, most of 2016 was spent on programme inception, including the recruitment of the programme team, and conducting baseline surveys in Malawi, Zambia and Zimbabwe, followed by a validation workshop and Annual Partners meeting hosted in Harare, Zimbabwe. Four partners have been contracted to conduct a research in all three Southern African countries on living wage and on worker sensitization on issues relating to sexual harassment, gender based violence and the labour act. Activities were implemented in the backdrop of the 2016 Sixteen Days of Activism against Gender Based Violence under the theme 'Make my workplace safe for me'.

In **the Netherlands**, the lobby and advocacy focused on the promotion of fair flowers and fair trade florists listed in the Fair Flowers Guide to consumers, with the aim to increase the demand for fair produced flowers. This has resulted in a lot of publicity through online campaigning, but also free publicity in television programs like RTL Boulevard, Zembla and RTL live.

The main achievement in the lobby for a living wage is the initiative for a **Living Wage Lab** by Hivos and Fairfood International. The Lab brings together around 25 representatives from government, trade unions, producing companies, retailers, NGOs, certification bodies and researchers. It is a space for linking and learning, for dialogue and creating understanding and for piloting in the field of living wage.

## 4.2 Progress in 2016

In August 2016, the Kenya Flower Council (KFC) and Fairtrade Africa, adopted the Model Sexual Harassment Policy as the standard framework for addressing sexual harassment in Kenyan flower farms. This policy was developed by Workers' Rights Watch and Women Working Worldwide, with logistical and technical support of Hivos. This policy binds the collective membership of more than 100 flower farms in Kenya to comply with the provisions and commitments made in the policy. The policy promotes an engendered, inclusive and participatory approach to addressing sexual harassment in the workplace. Secondly, this commitment by KFC and Fairtrade Africa means that both organizations have incorporated the policy as part of their basic minimum certification standards, against which the social performance of affiliated flower growers in Kenya will be audited. The contribution of the programme enabled to develop and test the model sexual harassment policy in collaboration with flower farms in Kenya. Hivos provided technical expertise in the development of the model policy and support in lobbying and mobilizing key actors towards adopting the policy through multi-stakeholder roundtables, as well as through one-on-one discussions. This pilot project resulted in a sector-wide endorsement of the policy and the implementing methodology.

Other main results in East Africa are:

- In Uganda, 26 women of five different horticulture farms that participated in the UEWA training were promoted to senior supervisory (3) and supervisory level positions (23).
- In Kenya, 300 farmers participated in the Kenya Horticulture Project, led by KHRC, to register a cooperative society in Meru, to enhance their bargaining power in the horticulture export market.
- Litigation on 30 cases of unlawful termination by farm managers in Naivasha, Kenya due to downsizing of employees and provision of legal advice to 40 women workers on their rights after being exposed to harmful chemicals in the greenhouses. Another 60 women workers in Kenya sought legal advice on their rights, duties and obligations as employees after following an extensive legal training.
- A salary increase of 10% at Flower Farms in Uganda through UHISPAWU, and changes in wages with 10 to 15% salary increments in Ethiopia through NFFPFATU.

In Southern Africa, we commissioned three scoping studies on the most important export products and the most pressing problems of women workers in Zambia, Malawi and Zimbabwe to expand our horticulture work. Based on this research, one focus product was selected per country: chili peppers in Malawi, beans in Zimbabwe, and flowers in Zambia. In Zambia, we decided to work with the flower farm Khal Amazi, that produces the sweetheart roses that is being delivered to many European supermarkets, amongst which the largest retailer in the Netherlands, Albert Heijn, with whom Hivos has joined forces to increase the demand for fair flowers.

Lobby efforts in the Netherlands resulted in the initiation of negotiations for a sector agreement on flowers and plants in October 2016, to improve the ambitions and the approach of the Floriculture Sustainability Initiative (FSI) on social and environmental sustainability by engaging relevant parties in the Dutch flower business, the Dutch Government, CSOs and trade unions. During the months prior to the start of the negotiations, Hivos has actively lobbied within FSI and the Ministry of Foreign Affairs to engage trade unions and CSOs in the process. FNV and *Stichting Natuur & Milieu* are now

parties in the agreement. Also, Hivos insisted on the participation of Shift to see to an appropriate Due Diligence process according to the UNGP's.

### 4.3 Challenges

- Some of the identified partners have limited institutional and technical capacities. The consortium is providing financial support and assistance and put a framework in place for developing their institutional capacities.
- Foreign exchange losses are a major challenge for partners in Malawi as the local currencies continues to deteriorate.

### 4.4 Learnings

- More evidence needs to be gathered to influence labour practices in the horticultural sector. These studies need to relate both to substantive issues in gender and labour, as well as to the political context in which we operate.
- By reviewing the successful pilot on the model sexual harassment policy, another twenty frontrunner flower farms will work directly with our partners to scale up the project at farm level.
- Hivos and partners developed initial strategies aimed at complimenting national level interventions with relevant international action. Hivos led the process of developing a strategy on social certification as a universal tool of accountability and will build upon the use of international legal frameworks. Traditionally, labour rights advocacy has largely been confined to trade unions and a few organizations with national level interventions. Hivos and partners have identified crucial regional level entry-points for advocacy, aimed at benchmarking labour practices and for influencing peer accountability for labour rights violations among African states. These interventions will utilize regional human rights and corporate accountability instruments and tools.

### 4.5 Collaboration with the Dutch Government

Working with the Dutch Embassies in Eastern Africa, Citizen Agency Consortium sees the potential to influence the course of horticultural sector dialogue in the region. The Dutch Embassy would be a partner in mobilizing international horticulture growers and traders, alongside the broader horticulture sector actors, while Hivos would mobilize non-state actors to join in the multi-stake holder dialogue on human rights in the horticultural sector. As a follow-up to the incidents at one of the largest Dutch growers in Uganda we will seek to work with the Dutch Embassy in Uganda to convene initial roundtables on Responsible Business.

Regular meetings were held with the Thematic Division for Sustainable Economic Development (DDE) and the Centre for the Promotion of Imports from Developing Countries (CBI) from the Ministry of Foreign Affairs and with the Top-sector Horticulture of the Ministry of Economic Affairs.

## 5. Open Contracting

The Open Contracting program is being implemented in Kenya, Tanzania, Malawi, Indonesia, Philippines and Guatemala. Bolivia will be added as seventh implementing country in 2017. The long-term goals of the programme are: 1) Governments are increasing transparency of public spending, 2) non-state actors are participating in and engaging citizens in the planning, procurement, and monitoring of public contracting, and 3) accountability mechanisms have been created to receive and act upon citizen feedback. The program will work towards the Sustainable Development Goal (SDG) 16<sup>5</sup>, to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

### 5.1 Main results of the thematic program

#### a) Capacity Development

**Global:** The program has developed an innovative partnership model with its local partners. The model is based on co-design and co-implementation and combines two elements: 1) brokering of accountability coalitions, and 2) an innovative approach to capacity development. The model follows a field-building approach to establish regional networks of expert organizations to provide mentorship, training and expert advice on various program related domains to key local partners and other local infomediaries. Selected key partners receive a comprehensive support package customized to their needs and plans. Customized capacity development plans will be co-designed based on initial and recurring capacity self-assessments. The support package includes mentorship, training, networking, stakeholder engagement, coordination of advocacy coalitions, brokering, matchmaking and small-scale seed funding. The entire program staff from Hivos and ARTICLE 19 received a solid introduction on public contracting processes and the principles of Open Contracting including the Open Contracting Data Standard (OCDS) at the program kick-off workshop in October.

**National/Regional:** The program has organized initial sensitization meetings and capacity development workshops to help establish better understanding of the public contracting processes and the concepts of Open Contracting as a reform agenda to improve efficiency, integrity and civic engagement in public contracting with key stakeholders from Government, Civil Society and Private Sector in Indonesia, Philippines, Kenya, Tanzania, Malawi, and Guatemala.

#### b. Lobby & Advocacy

**Global:** Comprehensive scoping studies have been conducted in sixteen countries to understand the local contexts, and readiness of all stakeholders to engage in the open contracting reform agenda to make public contracting more efficient, transparent and accountable. The scoping studies show the importance of 'infomediaries' to unpack and translate complex contracting data and documents into actionable information for evidence-based lobby and advocacy. This programmatic approach was presented and has received positive feedback in key regional and international fora such as Open Government Partnership (OGP), Anti-Corruption Summit, the International Open Data Conference and the United Nations Convention against Corruption (UNCAC) summit. Extensive lobby and advocacy activities at the national, regional and international levels have established the Citizen Agency Consortium as visible and respected consortium in the field of Open Contracting. Consortium member Hivos hosted an international meeting of the 'Follow the Money Network'<sup>6</sup> and contributed significantly to the redesign/next phase of the network.

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<sup>5</sup> United Nations, Sustainable Development Goals, SDG16: [www.sustainabledevelopment.un.org/sdg16](http://www.sustainabledevelopment.un.org/sdg16)

<sup>6</sup> Follow the Money Network is an international, interdisciplinary network of best practice connecting practitioners in civil society and investigative journalism who work on following public money flows, including:

The program has engaged and gained visibility in several international initiatives, including the OGP Anti-Corruption working group and is working together with the OGP subnational pilot in Kenya and Indonesia.

**National/Regional:** Engagement with the Governments of all seven focus countries have yield interest and initial commitments by the Governments to engage in Open Contracting reforms. Regional interventions with national procurement oversight agencies and key contracting agencies have confirmed initial commitments and are translating into a first series of sensitizations and trainings towards key Government officials in early 2017. Most focus countries Governments have commitments related to Open Contracting as part of their National Action Plans (NAP) at the OGP. Program staff is involved in stakeholder consultations to ensure contracting related commitments into the OGP NAPs are substantial, comprehensive and ambitious. Further sensitization and trainings are planned to enhance the understanding and ability of Government decision makers and implementers.

### c. Research

The program has developed a research framework<sup>7</sup> to allow for constancy and comparability of action research in different contexts and regions. The framework will be tested and extended with inputs from partners on local relevant research questions in April 2017.

## 5.2 Progress in 2016

Solid stakeholder mapping and engagement at the national and regional level has been conducted via consultations and roundtable discussions with key stakeholders in government, civil society, private sector, media and academia. Based on the scoping studies and the feedback from relevant stakeholders, country-level Theories of Change and implementation plans have been developed. The country-level Theories of Change identified social issues related to public contracting in specific sectors (like: public services, extractives, constructions, health, education, etc.) The program will work with selected key local partners and identified stakeholders on implementing pilot projects that showcase how open contracting can deliver tangible results (social and economic benefits) for the people. The program has identified following sectorial focus: **Indonesia** (Extractives, Construction, Health and Education with a focus on sub-national); **Philippines** (Extractives, Construction); **Kenya** (Health, Education with a focus on sub-national and Beneficial Ownership); **Tanzania** (Construction with a focus on sub-national); **Malawi** (Extractive, Construction, Agriculture); **Guatemala** (Health, Construction). **Bolivia** will most likely have a focus on agriculture and health but this needs to be confirmed in 2017. The program exanimated an extensive selection process to identify and select its key local partners (infomediaries) in focus countries, including: scoping studies, analysis, stakeholder consultations, background checks, an open call for applications, and its thorough evaluation process. The kick-off workshop with all selected partners will take place in April 2017 in the regional Hub of Hivos in EA, SEA, and LA.

In response to the threads to the civic space in many countries around the world, the program has designed a comprehensive framework for risk assessment and mitigation for Human Right Defenders (HRD). The program partners up with leading organizations like Front Line Defenders and the Digital Defenders Partnership to build, support and grow an infrastructure of regional safety and security experts providing mentorship, advice, support and training to local key partners and program staff.

## 5.3 Challenges

- A thematic challenge is the fact that Open Contracting is a new concept and reform agenda (the Open Contracting Data Standard was only developed in 2013 by the World

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public budgets, public spending, public procurement, public contracting, international aid, etc. See [www.followthemoney.net](http://www.followthemoney.net)

<sup>7</sup> Research Agenda Open Contracting

Bank). There is limited knowledge and understanding across all stakeholders including government, civil society, private sector and the media. Hence more sensitization and capacity development is needed.

- At the same time messaging is an issue as some aspects of Open Contracting can be framed as a positive agenda (improve efficiency of the contracting process, that leads to better value for money, better public service delivery, and fair competitions, which is good for the business and investment climate). While at the same time, 20-25% of taxpayers' money in public contracting is lost in bad planning, mismanagement, fraud and corruption. It is challenging to balance and navigate between these two different narratives.
- The shrinking civic space is a significant challenge for the programme, since it aims to enable Human Right Defenders to investigate and uncover serious issues in public contracting including cases of bad planning, mismanagement, fraud and corruption, which might involve 'politically exposed persons' (PEP).

## 5.4 Learnings

- The methodology for the scoping studies was designed to supplement the existing assessment framework that had been developed by the OCP focused on readiness to implement the Open Contracting Data Standard (OCDS) with a more demand and use focused indicators. The methodology has been adopted by organizations such as Development Gateway and Open Contracting Partnership<sup>8</sup> to conduct additional scoping studies in other countries. From this we learned that there is a large appetite in the "Open" community to get access to more research on country-level readiness that the programme is now well-placed to meet, given the methodology we have developed. Country Summaries and Synthesis Reports were launched at the 2016 Open Government Partnership Global Summit in December in Paris, France.
- A second learning is related to the transition of Hivos from a merely re-granting organization into a co-implementing partner. This is impacting the overall consortium and has caused confusion with partners. This requires attention, expectation management and clarifications of roles and responsibilities.

## 5.5 Collaboration with the Dutch Government

The program has established ongoing dialogue with the Ministry of Foreign Affairs and Dutch Embassies in focus countries. The program seeks alignment with policy priorities at country-level with a focus on civic space and private sector engagement. In the Netherlands, the program is working with the Dutch Government (including Ministry of Foreign Affairs, the Ministry of Interior, and the Ministry of Justice) to advance related policies including Transparency & Accountability, Open Contracting, Beneficial Ownership and the Government's commitments at the OGP and the Anti-Corruption Summit 2016. This will (possibly and hopefully) lead to Dutch Government's cooperation on the Open Contracting Global Summit in Netherlands, November 2017. At country-level, dialogues on the subject matter are established to ensue ongoing exchange on programmatic progress and reflection on possible alignments with the Embassies' policy priorities.

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<sup>8</sup> The methodology was adapted for conducting several scoping studies in francophone Africa (Ghana, Nigeria, Guinea, Liberia, Senegal and Cote d'Ivoire) by Development Gateway funded by the UK Foreign & Commonwealth Office (FCO).



## 6. Concluding remarks

A lot has been done and achieved in the Citizen Agency Consortium Strategic Partnership in 2016. The inception phase enabled us to do thorough context analysis based on which further programme choices could be made on implementing countries, opportunities for partnership and lobby and advocacy priorities and targets. The current programme design allows for conscious and continuous adaptation and learning by weaving together the context analysis with the desired outcomes and capacities of identified actors. The theory of change approach forms the basic framework that gives us the flexibility to adjust based on external changes and/or input from partners and stakeholders, while staying clear on our goals and assumptions. The first year has also enabled us to further identify, build and strengthen relationship, within our partnership, with other strategic partners and with the Ministry of Foreign Affairs and its embassies and with organisations across levels.

Self-assessments on lobby & advocacy capacity have been done by partners, forming the baseline for our further work. Based on these assessments, tailor made capacity development plans have been co-designed, and the first capacity development initiatives have taken place following a field-building approach. Regional and national networks of expert organisations are established to provide mentorship, training and expert advice on various program related domains to key local partners and other local informediaries. Selected key partners receive a comprehensive support package customized to their needs and plans. This support package includes mentorship, training, networking, stakeholder engagement, coordination of advocacy coalitions, brokering, matchmaking and small-scale seed funding. Customized capacity development plans will continue to be co-designed based on initial and recurring capacity assessments.

### 6.1 Bringing synergies and learning within the Strategic Partnership

We aim to bring synergy between the four thematic programmes and between the expertise and portfolios of the consortium members. First of all, by sharing approaches on capacity development and lobby and advocacy. And by using the same method of evaluation and learning we will be able to do this in a more efficient manner. Thematic synergies can only be sustainable if they start at the country level and come from and with the CSOs that we will be working with, and we will be stimulating opportunities in several ways.

For example, in Uganda and Zambia, we have started exploring potential collaboration between Sustainable Diets for All and Decent Work for Women programme in relation to horticulture farms with a focus on healthy food for women workers in addition to fair wages, labour rights and protection of the environment. The local food system approach of the Sustainable Diets for All programme could be synergized with the international value chain approach used by Decent Work for Women. At global level, we are exploring synergies between the Open Contracting programme and the Green and Inclusive Energy programme. In Kenya, we have started a pilot exploring public money flows and public contracting related to climate finance. The pilot has been developed after co-costing a global workshop focused on transparency in climate finance with WRI, IBP, TI (pre-event to OGP Summit in Paris with 80 participants).

In 2017, we will further stimulate and explore opportunities for synergies.

### 6.2 Shrinking civic space

The concept of citizen agency grows increasingly important around the world, especially in the face of shrinking civic space. Our Theory of Change makes clear that only by empowering people, by increasing their engagement in decision-making processes that impact their lives, will sustainable change happen. Shrinking civic space is the main challenge and the main risk to the success of this programme. One of our key learnings

during the first year is that we will explicitly need to work to push back on the closing of civic space if we are to truly fulfil the potential of 'citizen agency'.

We feel that the Dialogue and Dissent framework provides a unique opportunity to make a joint stand for civic space. To strengthen cooperation between NGOs and the Dutch Ministry of Foreign Affairs on shrinking civic space we took the lead in coordinating meetings with the Ministry, CIVICUS, Partos and 9 other Strategic Partnership alliances to assess what we can do jointly towards civic space within the structure of the Dialogue and Dissent framework as it affects all our lobby and advocacy work. ARTICLE 19 and Hivos have taken the lead to help coordinate ongoing work of local civil society organisations and the Embassies on civic space in Kenya as part of this joint initiative on protecting civic space. We will continue and expand these efforts in 2017.

### 6.3 Partnering strategically

This partnership with the Dutch Ministry of Foreign Affairs as well as the consortium between the three organisations is a multi-stakeholder cooperation that we wish to learn from.

During the inception phase, we have set up guiding principles for our cooperation within the consortium and have prepared a research on our partnership, which will commence in 2017.

During the Strategic Policy Dialogues between the Ministry of Foreign Affairs and the Citizen Agency Consortium in November 2016, the positive developments at thematic level and the strengthening of our strategic partnership were emphasized. In 2017, we hope to continue this good collaboration and further strengthen our strategic partnership at country level by finding further policy synergies and influencing opportunities through ongoing dialogue with the Ministry and the relevant Dutch Embassies.