

V4CP Annual Plan

2018



SNV

1. Introduction

SNV leads the five-year Voice for Change Partnership (V4CP), in close collaboration with the International Food Policy Research Institute (IFPRI). The programme is funded by the Dutch Directorate-General for International Cooperation (DGIS), as one of the 25 Strategic Partnerships with the Ministry of Foreign Affairs. Through our focus on advocacy for an enabling environment, we seek to ensure that governments and the business sector take account of the interests of low-income and marginalised communities in their policies and practices.

The V4CP programme addresses the following four themes: Food & Nutrition Security (FNS), Renewable Energy (RE), Resilience, and Water, Sanitation & Hygiene (WASH) and is implemented in six countries: Burkina Faso, Ghana, Honduras, Indonesia, Kenya and Rwanda. In each of the six countries, we work closely with partner civil society organisations (CSOs), with support from the Embassies of the Kingdom of the Netherlands (EKN).



2. Learnings 2016 – 2017

In this reflective chapter, we summarise some of the main lessons learnt from our four thematic focal areas (section 2.1), as well as our three intervention strategies: capacity development, evidence dissemination and generation and support to advocacy (section 2.2).

2.1 Learnings per theme

The September 2017 learning events brought together all our partners (DGIS/EKN, IFPRI and SNV and the 50 CSO organisations from the six V4CP countries) to assess progress so far. The analysis was based on our harvested outcomes, Theory of Change (ToC) reviews and learning exercises – such as building a timeline of results – that we conducted during the event.

While our thematic focus and experience differs across the VC4P countries, one of the main conclusions that emerged from our first reflective exercise is that, all in all, the programme has “hit the ground running” since the start of implementation in 2016. In particular, the ToCs have proved to be a good way to remain focused by helping us to keep track of our relevance in a changing country, regional and global context. Our CSO partners have become increasingly comfortable with the ToC approach and are able to link their results more clearly to envisaged outcomes. While the learning exercise confirmed the overall relevance of the ToCs, we also critically examined our initial assumptions and made some adjustments to a number of specific outcomes. Ultimately, we can conclude that our advocacy strategies have become even more concrete and we expect that they will continue to gain focus. For example, we have clarified the main actors and target groups that we will work with and sharpened our assumptions for all themes.

Learning per theme: FNS

Changes in the context

Food and nutrition security is high on the international political agenda as reflected in the work of the High-Level Panel of Experts on Nutrition and Food Systems (HLPE), the science-policy body of the Committee on World Food Security (CFS). In its September 2017 report on ‘Nutrition and Food Systems,’ which was presented at the 44th annual session of the CFS in October 2017 the HLPE calls for radical transformations and presents effective policies and programmes that have the potential to shape more sustainable food systems. Noting that improved food environments are “absolutely needed” for the effective realisation of the right to adequate food, the report highlights two concrete priorities for action: improve physical and economic access to healthy and sustainable diets; and strengthen consumers’ information and education to enable healthier food choices. The report’s recommendations provide a good framework and reference point for the advocacy efforts of CSOs in the six V4CP countries.

In **Indonesia**, stunting is getting more attention from the central government, which provides a good basis for advocacy at provincial and district level. Recent national elections in three V4CP countries – **Ghana, Kenya and Rwanda** – are expected to have an impact on our advocacy agenda as it may require establishing new relationships with key government stakeholders. **Rwanda** has established a Food Security and Nutrition Secretariat, which will be an important stakeholder in advancing the FNS agenda in Rwanda. In a number of countries, including **Ghana, Indonesia and Rwanda**, there is increased recognition of the need for a multi-sectoral approach to address malnutrition, which opens up spaces for CSOs to participate, influence and collaborate with a wider range of actors. In **Burkina Faso**, the formulation of the National Rural Sector Programme may, once validated and endorsed, provide an opportunity for CSOs to advocate for concrete measures for the modernisation of family farms, which also includes attention for diversity of crops. In **Honduras**, the government has initiated a process to formulate a new FNS policy, creating a good opportunity for CSOs to get involved in the process, although the upcoming elections will determine how this process will continue to evolve in 2018.

Relevance of the ToC

The learning events confirmed the continued relevance of the ToCs in all the programme countries. It is mostly the short-term outcomes – on increased participation, influence, and collaboration – that have been realised so far, which is understandable as the Partnership is still at an early phase. We anticipate that as our programmes reach full implementation mode, more results will be realised relating to our medium and longer-term outcomes, such as accountability, political will, improved policies and implementation of these policies, increased investments, and improved service delivery.

Based on the learnings in the first year, as well as changes in context and/or actors, we have made some adjustments to the ToC outcomes. For example, advocacy issues and actors, as well as targeted policies and processes, have been made more explicit and specific in all countries.

Examples of changes to the ToC:

- In **Kenya**, CSOs want to apply a sharper gender lens to all the outcomes in the ToC. Although this does not result in a real change of the ToC as such, the role of women in food production, trade and in preparation of food at the household level is key and will be made more explicit in our advocacy activities. Additionally, CSOs are keen to engage more women in advocacy activities.
- In **Indonesia**, CSOs are mainly focusing their advocacy efforts at district and provincial level. During the learning event in September, they expressed a desire to link this more explicitly with national-level processes and policies in order to support effective implementation of policies at sub-national level (the two targeted provinces are among the poorest in Indonesia and have the highest malnutrition rates). The ToC has been adjusted accordingly and these changes will be reflected in their annual plans.

Changes in ToC assumptions

- In **Honduras**, the general assumption that there is interest from government to update the national FNS policies and strategies has been fine-tuned to reflect interest from the technical division on food and nutrition security (UTSAN) to update the policy and national strategy for FNS. This has enabled us to formulate a concrete plan to support CSOs in signing an agreement with UTSAN that will take into account the main priorities towards an inclusive FNS policy that were expressed by CSOs during consultations in the five regions.
- In **Ghana**, the current national development framework has nutrition as a focus area. The relevant assumption now explicitly mentions that districts will use this as a frame of reference and guide for their planning activities.

Changes in the advocacy strategy and/or chosen target groups

The advocacy strategy outlined at the start of the programme still applies. However, the types of advocacy issues as well as specific policies and processes that will be targeted by CSOs have been further elaborated. This has helped to focus our engagement strategy. Various countries are introducing some changes and/or innovations, of which some examples are presented below.

- **Link with the private sector:** The focus of advocacy efforts to date has been on the role of government in creating a conducive policy environment. In 2018, we will place more emphasis on the role and involvement of the private sector as an important actor in advancing the FNS agenda. Amongst others, this concerns companies involved in food fortification in **Rwanda** and dairy and horticulture companies in **Kenya**.
- **Evidence base:** As a result of the close collaboration with IFPRI, our CSO partners are gaining access to high-quality research that they can use as evidence to sharpen their advocacy and to support the broader dissemination of key messages to relevant target groups.
- **Consumer side:** Consumer behaviour and demand is an important aspect of FNS policies and programs next to the food supply chains and the food environment. A number of CSOs in **Indonesia, Kenya, Rwanda and Ghana** plan to put more emphasis on this and develop targeted messages targeted towards consumers. A good example of the role that government can play in promoting sustainable consumption and production was the decisive move by **Kenya's** Ministry of Environment to ban single-use plastic bags from August 2017.

Changes in the context

The prolonged drought in parts of east and west Africa, coupled with a turbulent political environment in some countries continue to have a significant impact on some of our country programmes.

- In **Kenya**, the fallout from the unprecedented annulment of the August 2017 presidential elections continues to be felt. Notwithstanding, Kenya's dynamic private sector and finance environment offers opportunities for exploring innovative solutions to development challenges. A case in point is the recent acquisition of two large loans by the government to finance climate-smart agriculture initiatives, which could provide an entry point for multi-stakeholder collaboration in this area. Given that pastoralists are particularly affected by a changing climate and the impacts of unsustainable land management practices, it is crucial that they are included in the formulation, implementation and monitoring of such processes.
 - Promising developments in **Burkina Faso** include the expansion of the budget of the Ministry of Livestock and adoption of a law on pastoral information systems that will enable monitoring of transhumance, conflicts and grazing. Both developments demonstrate increased commitment by the government to explore sustainable solutions for pastoralist issues that could enhance CSO advocacy on these issues.
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Relevance of the ToC

- In **Kenya**, especially in light of the rapidly changing climate finance environment as described above, the ToC remains very relevant as pastoralists must sustain and scale up their efforts to be included in the formulation, implementation and monitoring of climate-related policies. While the overall approach in the ToC is regarded as effective, more work is needed to identify specific actors and policies to focus on. In addition, there will be need for flexible approaches to remain responsive to the dynamic policy and political environment.
 - In **Burkina Faso**, the ToC is, likewise, regarded as very relevant. Mostly minor changes are foreseen to further specify actors and policies that will be the target of our advocacy efforts.
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Changes in the ToC

- In **Kenya**, some progress has already been achieved with regards to the outcome, "Inclusive policies, regulations and frameworks developed, adopted and implemented," as demonstrated by the adoption of the livestock salesyards bill in Isiolo. In line with the growing focus on policy implementation, it was decided to formulate two separate outcomes to reflect progress in developing and adopting relevant policies, as well as their adequate implementation.
 - In **Burkina Faso**, it was decided to put more focus on collaboration among CSOs, both within and outside of the V4CP programme, based on the recognition that forming such alliances will help to strengthen CSOs' voice and influence. Furthermore, instead of directing energies towards the reformulation of individual laws (such as Loi d'Orientation Relative au Pastoralisme, or LORP), the country partners felt it would be more effective to focus on ensuring that existing legislation is implemented adequately.
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Changes in ToC assumptions

- A key assumption in the ToC for **Kenya** is that changes in government policies, especially related to livestock markets and feed reserves, will lead to increased investments by the private sector. This assumption has informed the formulation of the ToC outcome, "Growth of business and private financial investment in products and services for pastoralists."
 - In **Burkina Faso**, our ToC assumed that in order to achieve improved collaboration between different actors, CSOs will first have to ensure better collaboration amongst themselves. As this is regarded as an important step, it was decided to better emphasise this in the ToC, as explained above.
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Learning per theme: Resilience (continued)

Changes in the advocacy strategy and/or chosen target groups

- In **Kenya**, CSOs working at national level will increasingly engage with organisations that are specialised in climate finance in order to better track climate finance streams and improve their knowledge on this topic. At the county level, efforts will be directed towards ensuring that pastoralists' needs are integrated in relevant policy instruments, including the County Integrated Development Plans, the draft animal feed policy, the Natural Resource Management Bill, and the Cross-County Rangeland Bill.
 - Next to building a strong CSO alliance, V4CP partners in **Burkina Faso** will focus on strengthening the accountability of the Ministry of Livestock through participatory budget monitoring and engaging in dialogue with them to suggest points of improvement.
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Learning per theme: Renewable Energy

Changes in the context

- In **Burkina Faso**, the recent reorganisation of the government has resulted in the creation of the standalone Ministry of Energy, and the Agency for Renewable Energy and Efficient Energy, which highlights the increased political focus on sustainable energy. In addition, the adoption of a law aimed at regulating the renewable energy sector is expected to enhance the quality of renewable technologies and services. This will provide a good basis for our advocacy efforts.
 - In **Honduras**, the Presidential Office for Climate Change was established in January 2017. Its main role is to approve and implement public policy and investments in climate change, and management of the Master Plan for water, forestry and soil. This office will control all the policies related to energy and its funding, making it essential to effectively engage with them in our advocacy.
 - In **Kenya**, one of the V4CP member CSOs was invited to join the Climate, Health and Energy Working Group of the Ministry of Health. This provides CSOs with a strong voice on the negotiating table in influencing important advocacy issues, such as the formulation of guidelines for government extension workers.
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Relevance of the ToC

- In all six V4CP countries, the ToC was evaluated as very relevant, as seen from the reactions of key stakeholders involved in the learning events. In **Burkina Faso** for example, the Ministry of Energy has acknowledged the newly formed CSO alliance as a serious actor in the renewable energy sector, an important confirmation that the chosen pathway is starting to yield results. In **Kenya**, the first steps in establishing the required policies have been achieved.
 - Minor adjustments were made to the ToC outcomes based on the learnings in the first year, as well as changes in context and/or actors. In some cases, we made slight adjustments to the order of the outcomes, for instance to better reflect the causal relationships among the ToC steps, and to specify the key actors that should be involved.
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Changes in the ToC

- In **Ghana**, it was recognised that to advance the clean cooking sector, financial support mechanisms will be needed at government level to leverage more financial products and business investments from financial institutions. Hence the specific outcome relating to financial institutions was merged with an outcome focusing on, "more investments by financial institutions and businesses," which is one of the longer-term objectives in the ToC.
 - The ToC for **Burkina Faso** was also clarified by reformulating two outcomes relating to, "organisation of CSOs, private sector, educational structures," so as to reflect the need for building alliances rather than organisational structures. This issue was also prioritised in the ToC, as it was found to be an important foundation for advocacy work.
 - In **Honduras**, the ToC placed greater focus on specific public and private actors as the stakeholders on which advocacy efforts will focus.
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Learning per theme: Renewable Energy (continued)

Changes in ToC assumptions

- In **Burkina Faso**, an assumption was added to the ToC to reflect that reaching agreement among a certain number of private enterprises or educational structures (for example through the signing of a joint declaration), is an efficient way of getting likeminded actors together and setting the advocacy agenda. This decision was inspired by a declaration that was signed by 19 CSOs nationwide that form an alliance to work together on renewable energy issues, which is now seen as a serious actor by the Ministry
 - In **Honduras**, an assumption relating to the need for knowledge about the accountability mechanisms of various stakeholders was updated to explicitly refer to the accountability mechanisms of the new National Directorate for Climate Change (DNCC/MiAmbiente), the governmental unit in charge of designing the country's Nationally Appropriate Mitigation Actions (NAMAs) under the UN Framework Convention to Combat Climate Change (UNFCCC). In order to get access to this information, the ToC highlights that partners will need to make use of the transparency law.
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Changes in the advocacy strategy and/or chosen target groups

- In the **Ghana** advocacy on off-grid electricity, we will do a mapping of communities, or set of communities, that are well situated for the setting up of mini-grid systems, and prioritise our advocacy engagements based on that. The communities will be empowered to reach out to stakeholders at regional and national level as well.
 - In **Kenya**, the National Environment Trust Fund (under the Ministry of Environment, rewarding green business innovations) was identified as an important stakeholder in the clean energy sector and a potential ally to influence other government stakeholders.
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Learning per theme: WASH

Changes in the context

- In **Ghana**, the creation of the Ministry for Sanitation and Water Resources, and related five-year strategic framework has had a positive impact and offers opportunities for national-level and evidence-based advocacy.
 - There have been minor changes in **Indonesia**, mostly with regard to sludge management, which has not previously been part of Indonesia's Community Based Total Sanitation (CLTS) approach, known locally as Sanitasi Total Berbasis Masyarakat (STBM). But now that post-ODF (Open Defecation Free) activities are receiving more attention from the government, we need to focus on this as a way to improve the provision of affordable, inclusive, and sustainable sanitation services by local governments and private sector after achieving ODF.
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Relevance of the ToC

In all V4CP countries, the ToC was evaluated as still very relevant. Minor adjustments were made to some of the outcomes based on the learnings of the first year, as well as changes in context and/or actors. In some cases, the order of the outcomes was slightly adapted to reflect the causal relationship among the steps, and actors were specified.

- In **Ghana**, changes in government have resulted in new political players and a new Ministry for Sanitation and Water Resources, but the ToC is still aligned to sector priorities. We made a slight adjustment to our strategy for influencing the private sector, with a new focus on indirect, rather than direct influencing, through the Metropolitan Municipal District Assemblies (MMDAs).
- In **Indonesia**, the ToC in general is still suitable for each of the four intervention districts, even though they each have different starting points and have identified different stakeholders for achieving the ToC. In two of the districts, the local government, with the support of SNV, has implemented the Sustainable Sanitation and Hygiene for All (SSH4A) framework. SNV will further link the experiences and evidence coming from this programme to the current ToC, which will provide useful guidance to the other two districts. It is also expected to provide a firm enabling environment for the two districts where the framework was implemented.
- Only minor adjustments were made to the ToC in **Kenya**, primarily aimed at sharpening advocacy outcomes. Policy frameworks such as the sanitation bills, County Integrated Development Plans, and related annual development plans are now recognised in the ToC as important processes to influence for the desired transformation. The need to recognise and distinguish outcomes at both national and county level is also acknowledged so that results are harmonised at all levels.

Changes in the ToC

- In **Ghana**, the outcome on, “Increased budget allocation and expenditure on sanitation and health by the Metropolitan Municipal District Assemblies (MMDAs)” might not be feasible so the expenditure component has been removed. This is because whilst it’s feasible to track budget allocations, the same cannot be said of tracking expenditure as most institutions, including MMDAs are unwilling to reveal their expenditure. The only reliable non-disaggregated expenditure figures may only be released after three years. When monitoring budget allocations, therefore, it is good to bear in mind that the allocated budget will most likely be higher than the actual expenditure.
 - The main focus in **Indonesia** will still be the CLTS/STBM approach but we are adding “sanitation” to the mix to accommodate post-ODF activities (e.g., transporting, treatment, disposal, and reuse for sludge management). This is currently not part of the five specific STBM pillars but needs to be included to ensure sustainable sanitation services.
 - In **Kenya**, the outcome on improved commitment and political will, was split into two separate outcomes. One will focus on “improved commitment and political will to adopt county sanitation investment plans and sanitation bills by the county governments,” and the other will specifically focus on “improved inter-ministerial coordination at the national and county level.” Relevant indicators for both were already included in the baseline.
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Changes in ToC assumptions

In all countries, the assumptions for the ToC have been sharpened, which has resulted in a better understanding of how and why certain changes happen and how outcomes will be reached. Some examples:

- In **Ghana**, a core assumption is that increased budget allocation for sanitation and hygiene will eventually lead to improved sanitation service levels. If this happens we can also assume that even though we will not directly focus on increased expenditure for sanitation (as explained above) this will have happened.
- The different line ministries involved in sanitation in **Indonesia** have different approaches for addressing sanitation issues. Previously, the key assumption was that advocacy would be channelled through the sanitation working groups (POKJA AMPL/Sanitation), with a view to creating a common strategic vision to support increased access to sanitation through the uptake of the government-owned STBM programme. However, we now assume that there are other platforms such as the development of settlement area working groups or the health city forum, which might be better positioned to address the issue of sanitation depending on each district.
- An assumption in **Kenya** is that most of the sanitation investments/streams come down from the national government to the county government, whilst a lot of the investments in sanitation at county level come through other stream investments (like project investments). To get more clarity on this assumption, these different streams will be analysed in 2018.

Changes in the advocacy strategy and/or chosen target groups

- In **Ghana**, the position of traditional authorities (TAs) in the drivers of change (power) matrix has been reviewed. From experience, TAs tend to have “high interest” but do not have “positive influence.” It could be that TAs may not be involved in the government’s decentralisation process, which has implications for their envisaged role in directly making sanitation and health demands at MMDA level. However, these TAs still play an important role in our advocacy strategy, especially with regard to facilitating broad-based consultations among community members and their electoral Assembly Members so as to amplify the community’s voice at MMDA level.
- Results from the SSH4A programme in **Indonesia** have shown that implementing specific strategies and approaches that are adapted to the local cultural and social conditions of a specific province or district have helped in the uptake of positive sanitation behaviour and services. Based on these findings, the advocacy strategies for the V4CP programme will be determined per district and implemented accordingly.
- In **Kenya**, more attention will be paid to adopting a gender focus in activity implementation as well as a focus on other vulnerable groups based on ability and age. For example, when the CSOs analyse or discuss budget allocation for sanitation with the County Public Health Officer or the Budget Officer, they need to highlight the importance of allocating some funds for activities that can create a supportive environment to address and tackle gender or social exclusion dimensions, or prioritise areas with a high proportion of poor or marginalised groups.

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