FORESTED LANDSCAPES FOR EQUITY

GREEN LIVELIHOODS ALLIANCE MID-TERM REVIEW REPORT

DECEMBER 2018
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GREEN LIVELIHOODS ALLIANCE MTR GLOBAL MEETING REPORT
ACRONYMS

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<th>Acronym</th>
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<tr>
<td>CBD</td>
<td>Convention on Biological Diversity</td>
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<td>CREMA</td>
<td>Community Resource Management Areas (CREMAs)</td>
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<td>CSO</td>
<td>Civil Society Organisation</td>
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<td>D&amp;D</td>
<td>Dialogue and Dissent</td>
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<td>DRC</td>
<td>The Democratic Republic of Congo</td>
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<td>DSO</td>
<td>Social Development Department Civil Society Unit</td>
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<td>FLG</td>
<td>Forest and Land Governance</td>
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<td>FPIC</td>
<td>Free Prior and Informed Consent</td>
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<td>GLA</td>
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<td>GVL</td>
<td>Golden Veroleum Liberia</td>
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<td>ICCA</td>
<td>Indigenous and Community Conserved Area</td>
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<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
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<td>IGG</td>
<td>Inclusive Green Growth</td>
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<td>ISHR</td>
<td>International Service for Human Rights</td>
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<td>IUCN NL</td>
<td>IUCN National Committee of The Netherlands</td>
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<td>JET</td>
<td>Just Energy Transition</td>
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<td>L&amp;A</td>
<td>Lobby and Advocacy</td>
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<td>LGA</td>
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<td>Low and Lower-Middle Income Countries</td>
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<td>MTR</td>
<td>Mid Term Review</td>
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<td>NGO</td>
<td>Non-Governmental Organisation</td>
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<td>ToC</td>
<td>Theory of Change</td>
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<td>UN</td>
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<td>VPA</td>
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EXECUTIVE SUMMARY

The Forested Landscapes for Equity programme of the Green Livelihoods Alliance (GLA), a collaboration between Milieudefensie, IUCN NL, Tropenbos International and the Dutch Ministry of Foreign Affairs (MoFA), aims to achieve inclusive and sustainable governance of forested landscapes. The programme is part of the Dialogue & Dissent (D&D) policy framework of the MoFA. A central assumption of the GLA Theory of Change (ToC) is that decision making that includes local voices contributes to more effective forest protection and restoration interventions and therefore, also, the continued provisioning of International Public Goods. Against this background and halfway through the programme, the GLA organised a Mid-Term Review (MTR) global meeting in July 2018 to review successes and challenges and define practical ways forward based on lessons learned. We reviewed the key assumptions underlying the GLA ToC and assessed what the findings imply for CSO Lobby and Advocacy (L&A) capacity needs and intervention strategies. In this report we summarise the main findings from the MTR. We will discuss these findings in relation to key elements of the GLA ToC as well as the intentions and innovations of the D&D policy framework.

The GLA partners documented numerous successes and challenges in achieving our goals. Overall, the MTR concludes that the GLA contributes to concrete improvements in the inclusive and sustainable governance of forested landscapes. Our collective experiences fuelled thorough analysis and debate, leading to the following key lessons and conclusions:

CSO LOBBY AND ADVOCACY CAPACITY

- Our tailor-made and needs-based approach in capacity strengthening for lobbying and advocacy, is suitable to the different capacities and different needs among the variety of CSO partners that we work with.
- The GLA Capacity Analysis Tool is useful for partners to start exploring their strengths and weaknesses in lobby and advocacy, in the form of a guided self-analysis, and reflect on capacity development priorities. However, in practice some partners prefer to base their annual capacity strengthening priorities on the outcomes of their annual reflection meeting. Our programme allows our partners to be flexible in setting priorities based on current and emerging needs and growing insights.
- Our CSO partners put as much emphasis on strengthening the capacities of local community groups in forested landscapes as on strengthening their own organisational L&A capacity. This is in line with our aim to empower local communities to represent themselves better.
- We see the use of verified evidence as a key condition for effective L&A. The MTR concludes that there is a need to further strengthen partners’ capacity to integrate evidence in their L&A strategies.
- The MTR underlines what the D&D framework envisioned: The flexibility of working with a ToC clearly increases the sense of ownership of GLA CSOs. Partners greatly appreciate the bottom-up process that was used for developing ToCs. It allowed them to be in the lead of programme development. They welcome the annual joint reflections on their ToC, which enable them to flexibly adapt their strategies to changing realities and lessons learned.

WORKING IN COALITIONS

- The GLA brings together CSOs with different capacities that fulfil different roles. The MTR notes a clear increase in collaboration throughout the programme, both between partners in the implementation countries and between Alliance members and CSO partners. We found that collaboration does not always match the GLA model of complementarity between ‘the activist, the knowledge broker and the convener’, but that it has many forms.
- Effective partnerships take time to emerge, as collaboration is enhanced by trust and a shared history and goals.
- The exchange and use of specific knowledge, capacities and skills helps to appreciate different visions and roles and contributes to more effective collaboration.

INCLUSION OF MARGINALISED GROUPS & GENDER EQUALITY

- Our CSO partners succeed in achieving better inclusion of underrepresented groups in decision-making bodies, and in the adoption and implementation of laws, policies & practices that address concerns of marginalised groups.
- Although the previous point is an important achievement, the MTR also finds that local control over forest resources, does not automatically lead to sustainable forested landscape governance. We will further explore the conditions under which local control over forest resources effectively leads to sustainable management of forested landscapes, and how CSO’s can contribute these favourable conditions.
- Increasing gender equality requires a long-term approach and investment to address the often deeply rooted cultural norms, values and power imbalances that hinder inclusion and gender equality. We will therefore increase our support for gender strategies and gender equality across the GLA programme. We will document and share good practices and explore how we can influence gender dynamics and power imbalances more effectively.

COMBINING A POLITICAL ROLE AND A SUPPORTIVE ROLE TO COMMUNITIES

- Communities are more likely to embrace a political agenda and voice their concerns if it includes the prospect of tangible improvements for their situation – e.g. in the form of tenure and/or livelihood security.
- The political role of CSOs in the GLA is often intrinsically related to their supportive role to communities in achieving this livelihood security. A number of CSO partners support communities in finding livelihood solutions helping them to engage in a successful lobby and advocacy contribution. We therefore recommend that a future policy framework acknowledges that in certain circumstances this type of community support, can be an important condition for successful lobby and advocacy.
OPERATIONAL SPACE

- Many of our CSO partners face a shrinking political space. Unfortunately, we conclude that effectively addressing the shrinking space to operate in, is often beyond the control of the Alliance and our local partners. However, the urgency and gravity of the matter calls for increased attention during the remainder of the GLA programme. We also call upon the MoFA to intensify support for this important issue and welcome an active role in defending and expanding political space for CSOs.

LOBBY AND ADVOCACY OUTCOMES

- The GLA has been successfully contributing to policy changes at the level of agenda-setting, procedural change, and changes in policy and practice at the local, national and international level.
- Effective Lobby and advocacy strategies and incentives for changing public and private actors’ behaviour are context-specific. Some decisive incentives include the opinion of their respective constituencies, the generation of media attention, risk mitigation and the prospect of legal action. Both public and private actors are more likely to act favourably when they see an opportunity to uphold or improve their reputation.
- It takes time and effort for policy change to lead to actual changes on the ground. In many settings it is essential to closely monitor implementation of policy changes or compliance to existing rules and regulations and take appropriate action when these are violated or not implemented. Therefore, we will put extra effort in the implementation of (successfully changed) policies and laws.
1. INTRODUCTION

The Green Livelihoods Alliance (GLA) organised the Mid-Term Review (MTR) global meeting from 2 till 6 July 2018 in Amsterdam. We gathered around 60 staff from Alliance members – Vereniging Milieudefensie, IUCN National Committee of the Netherlands (IUCN NL) and Tropenbos International (TBI) and their southern CSO partners to jointly define key lessons from 2.5 years of GLA implementation.
The main objective of the MTR is to strengthen the GLA Forested Landscapes for Equity programme by reviewing successes and challenges in order to learn and define practical ways forward. We did not intend to review all results of the programme but structured the review around a number of key assumptions (see box 1) underlying the GLA Theory of Change (ToC; see box 2). We assessed whether and under what conditions, these assumptions are valid, and what this implies for collaboration, capacity development and lobby and advocacy strategies. In addition, we exchanged experiences on cross-cutting themes, such as gender, inclusivity and operational space of Civil Society Organisations (CSOs). Together, we drew conclusions and recommendations for the remainder of the programme. These conclusions are summarised in the MTR global meeting report (annex 1). This report allows country- and thematic teams to incorporate lessons of the review in their annual planning meetings.

The MTR global meeting was followed by sense-making sessions for GLA staff from the three Alliance members. In these sessions we reflected more in-depth on the findings of the MTR in order to derive an agenda for follow-up action at overall programme level. In addition, as the GLA is part of the D&D policy framework of MoFA and the respective ToCs share a number of assumptions, we used the MTR as an opportunity to reflect on some of the key intentions and innovations of the D&D framework. We reflect on the framework’s intentions to support the changing relation between northern and southern CSOs and on the choice to support the political role of CSOs in response to the strong political dimensions of poverty, inequality and exclusion. We also address the following three innovations of the framework:

- Working in partnership with shared responsibilities (Strategic Partnerships for D&D);
- Flexible ToCs with room for local adjustment and input instead of fixed logical frameworks;
- A focus on outcome level results instead of outputs.

In this way, we intend to contribute to a critical review of a selection of relevant innovations in the current D&D policy framework and the design of a future policy framework.

The first innovation we reflect on is whether and how the use of ToCs has influenced increased ownership and adaptive learning cycles. This is discussed as part of the GLA’s capacity strengthening approach in section 2. Secondly, we reflect on our experiences with working with CSO coalitions and increased North-South collaboration in section 3. Experiences in addressing inequality and exclusion of forest-dependent communities are addressed in section 4. In section 5, we zoom in on the political role and often interrelated community support role of CSOs. In section 6 we reflect on the effects of the diminishing operational space for CSOs and the coping strategies of CSO partners. Finally, we end with a short reflection on the impact of our advocacy efforts so far in section 7.

Throughout the report, we include a number of cases and cartoons (made by Floris Oudshoorn, who attended some MTR sessions and live-reflected on the discussions and conclusions) to illustrate our conclusions.

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**BOX 1: GLA KEY ASSUMPTIONS REVIEWED IN MTR**

- Coalitions of CSOs are more effective in lobbying & advocacy than CSOs operating in isolation.
- For forested landscape governance to be sustainable and inclusive, particular attention is needed to stakeholder groups that are underrepresented, ignored or excluded in policy and decision-making processes, but whose buy-in and knowledge is essential for the long-term sustainability.
- CSOs are effective if they use reliable and verified knowledge and evidence to underpin dialogue and actions.
- Local communities, companies and governments change their policies and practices when they receive the right incentives.
- Prerequisites for inclusive and sustainable governance include the design of, and compliance with, effective government policies, land use planning arrangements, binding rules for companies and voluntary private sector commitments.

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BOX 2: GREEN LIVELIHOODS ALLIANCE THEORY OF CHANGE

The overall aim of the GLA is to achieve inclusive and sustainable governance of forested landscapes. Often, forested landscapes are contested places where the role of local and indigenous communities is marginalised vis-a-vis strong corporate powers and national interests, and where women have even less influence. The GLA ToC is built on the central assumption that decision making that includes local voices contributes to more effective forest protection and restoration interventions, and subsequently the continued provision of International Public Goods (water provisioning, food security, climate resilience). Good governance is also assumed to deliver green, improved livelihoods for local communities and more equal distribution of benefits.

We see the adoption of, and compliance with, ecological and social standards in public and corporate laws and policies as a key precondition for inclusive and good governance of forested landscapes. A second key precondition for good governance is the development and adoption of sustainable alternatives to destructive practices. We believe that meeting these conditions requires increased public awareness, and the political and corporate will to change unsustainable behaviours.

Our ToC’s unique feature is the assumption that the combination of collaborative and confrontational lobby and advocacy tactics – invoking grievance mechanisms, mobilising public support, participating in multi-stakeholder dialogues, to name a few – will be most effective to realise the necessary changes. The ToC seeks complementarity between Activist, Knowledge Broker and Convenor roles. Both confrontational and collaborative tactics rest on the three pillars of (1) effective communication, (2) use of reliable and verified evidence and (3) strong coalitions. Because of the global nature of many issues affecting tropical forested landscapes, a change in governance requires interventions in the landscapes, in the South, but also in the North, including in the Netherlands. We have set up coalitions at local, national and international level, between southern CSOs and between northern and southern CSOs. GLA alliance members and CSO partners play different roles in these coalitions, combining capacity strengthening and advocacy roles and using different styles of policy influencing.
2. STRENGTHENING LOBBY AND ADVOCACY CAPACITY

Flexibility is key in setting tailor-made capacity strengthening priorities

We used a tailor-made and needs-based approach in capacity strengthening for lobbying and advocacy. This is a natural choice as the diversity of CSOs - working from grassroots to national level and with different stakeholder groups such as local communities and policymakers - require different capabilities, and specific cases and contexts require different skills and knowledge.

To support a bottom-up approach for capacity strengthening, we developed a Capacity Analysis Tool in 2016, adapted from the five core capabilities model. The tool helped CSO partners to self-analyse their strengths and weaknesses and to reflect on their capacity development priorities for more effective lobby and advocacy. The tool proved to be useful for partners to start exploring their strengths and weaknesses in lobby and advocacy. However, while some partners highly value the tool, and use it to analyse and adjust their capacity strengthening priorities on an annual basis, other partners prefer to base their capacity strengthening priorities on the annual reflection of their progress towards the ToC goals. As such, the GLA offers flexibility to its partners, which is essential to ensure that capacity strengthening activities align with current needs and growing insights.

Capacity strengthening goes beyond GLA CSO partners

Capacity strengthening for lobby and advocacy in the GLA does not only take place at the level of CSO partners, but also to a large extent at grassroots level. The GLA aims to represent and empower local communities in forested landscapes, including Indigenous Peoples and grassroots groups. Many CSO partners regard the empowerment and capacity strengthening of these often marginalised groups as pivotal in their advocacy efforts for more inclusive and sustainable governance of forested landscapes. It is therefore no surprise that the MTR concludes that CSO partners considered strengthening the capacities of these groups to represent themselves as important as strengthening their own organisational capacity.

Different forms of evidence are required to achieve advocacy goals

In our ToC, we emphasise the importance of acquiring credible evidence, by means of research and monitoring skills, as well as the capacity to transform evidence into a communicable product as part of a good lobby and advocacy strategy. During the MTR, GLA partners highlighted that a clear lobby and communication strategy on how evidence will be used is key. We distinguished three main approaches to evidence building:

Case 1: Liberia: Communities monitor land grabbing through an online app

In the past, the absence of evidence weakened the case of communities who wanted to hold companies accountable for rights violations and deforestation. In order to tackle this issue, Liberian GLA partner SDI and Milieudefensie co-developed an app called This is My Backyard (TIMBY). Currently, more than ten communities and CBOs in the Sinoe landscape are using TIMBY in order to provide real-time, georeferenced data for monitoring and reporting. They are now able to document deforestation and land grabs better and they use this verified evidence in advocacy. The data is in particular used to document oil palm company Golden Veroleum Liberia (GVL)'s compliance with the Memorandum of Understanding agreed with communities and with international standards such as the UN Principles on Business and Human Rights and the RSPO criteria. Information from community monitors, showing ongoing clearance on disputed lands, has been used in international reports. The evidence is further used by SDI and communities in dialogues to demand compensation from GVL for cleared land areas. Due to its user-friendliness and effectiveness, the TIMBY app has raised a lot of interest internationally. In 2018, CSOs in Cameroon, Ghana, Togo, Malaysia and the Philippines have been trained in the use of TIMBY, and CSOs in more countries will follow in 2019-2020.

Firstly, partners use evidence to address problematic events, such as rights violations or illegal forest conversion. An example is the collection of evidence of violations and unacceptable practices in Liberia using an app (see case 1). The type of evidence collected in this case is issue-based and interest-based, and serves very specific lobby or advocacy targets. This type of evidence is often used in a confrontational approach where GLA partners hold duty bearers and other actors accountable. This is referred to as ‘accountability politics’ and ‘leverage politics’ in the D&D typology of advocacy strategies.

Another strategy uses empirical research on the effects of policy measures and practices, to provide balanced and comprehensive insights in these effects. TBI and some of its local partners have a particular expertise in this type of evidence, which provides essential information for any of the particular lobby or advocacy strategies used within GLA. An example is research in Vietnam on the nature of land conflicts, which is used to influence the debate on the transfer of company-held to household-controlled forests.

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3 The Theory of Change of the Dialogue and Dissent policy framework presents an overview of the different typologies of advocacy strategies that CSOs can use.

4 Ministry of Foreign Affairs of the Netherlands (2017).” Dialogue and Dissent Theory of Change”. p. 21

5 Ibid.

6 Ibid.
A third type of evidence entails a combination of both and can best be described as case building. It is issue-based and can be both interest-based and evidence-based, and is primarily meant to provide a comprehensive body of evidence to support a CSO position. An example is the gathering of evidence that shows how the Atewa forest – threatened by possible bauxite mining – provides important ecosystem services for millions of people and livelihoods for those depending on the forest. This evidence was used to support a CSO campaign against possible bauxite mining in the area. This type of evidence building can include facts as well as personal stories; whatever is most effective. It fits the D&D framework description of ‘information politics’. Particularly this last type of evidence and communication requires additional capacity development in the coming years, as it usually implies a combination of different tactics as well as collaboration between partners.

The ToC approach has helped to provide flexibility and ownership
Apart from tailor-made capacity strengthening, the GLA members also facilitated programme-wide capacity strengthening on topics that were perceived as relevant to all partners in the programme.

Key innovations have been the use of Theories of Change and Outcome Harvesting. These new approaches have helped Alliance members and partners to focus on outcomes and to gain more insights collectively in effective lobby and advocacy strategies and in successes and failures. The approaches also helped to create ownership by working more strategically and making flexible adjustments where needed. Some partners indicated that they started using the approaches also beyond the GLA programme.

In addition, partners appreciated the bottom-up process, in which they were in the lead for developing a specific country ToC. They also welcomed the room for adjustment that ToCs offer, which enabled GLA CSOs to easily adapt their programs to changing realities. The MTR therefore underlines what the D&D framework envisioned: that the flexibility of ToCs clearly increased the sense of ownership of partner organisations over their programmes.

The landscape approach stimulates CSOs to address issues in an integrated way
In addition, partners in all countries have been trained on the Landscape Governance Assessment (LGA) approach to facilitate dialogue on landscape governance in a systematic and consistent way. While this training process was not foreseen at the start of the GLA programme, partners found the LGA very useful for the initiation of dialogue between different landscape stakeholders and for the identification of opportunities for improving landscape governance. For example, in the Philippines, a local partner used to work mainly with local communities, but as a result of the LGA it now also collaborates with a range of other stakeholders, such as governments, academia and the private sector. The LGA approach thus helped partners to develop a more integrated approach to landscape governance. The LGA in the Philippines also showed that the indigenous peoples were not using the available seats allocated to them in the Protected Area Management Board. After the LGA, the number of indigenous representatives increased from 3 to 11, and they now receive support from other NGOs to be able to represent their interests in the board.

Learning-by-doing ensures tailor-made capacity strengthening
The GLA also provided capacity strengthening opportunities through learning-by-doing in both the country and the thematic programmes. The GLA highly values learning-by-doing, as it allows for tailor made capacity strengthening in line with the specific roles that the CSOs play in the programmes. This is particularly the case in the thematic programmes, in which GLA partners and members alike have strengthened their capacities together in developing alternatives to ensure sustainable management of forests; to engage with public and private actors; and to bring local and national lobby efforts to the international level. The implementation of joint lobby and advocacy initiatives generated joint learning and is a good example of the advantage of complementary approaches and different roles of GLA partners (see case 3 in section 3).
The GLA capacity strengthening experience aligns with the D&D policy framework

In sum, the GLA MTR confirms that different types and roles of CSOs require different capacities, in line with the D&D framework. The GLA brings together CSOs that are very different in nature and consequently have different capacities and different capacity strengthening needs. Collaboration in coalitions implies that CSOs with different strengths and capacities work together, either by performing complementary roles, or by sharing knowledge and skills. In this way, it is not always necessary that all CSO partners are skilled in all relevant capacities. The MTR underlines the notion in the D&D ToC that “[…] it is better to tailor capacity development trajectories to specific organisational setups and specific political roles rather than promoting a general set of uniform capabilities.” 7

3. WORKING IN COALITIONS

Complementary roles: often effective, but no silver bullet
In line with the D&D ToC, the GLA assumes that coalitions of CSOs are more effective in lobby and advocacy than CSOs operating in isolation, and that using a combination of lobby and advocacy styles is most effective. Different partners in the coalition complement each other as they bring in different capacities, expertise, strategies and constituencies, making the coalition more effective than the sum of its parts in working towards a jointly determined goal.

The MTR confirms that the GLA caused a clear increase in collaboration and partnerships throughout the programme: between the three Alliance members, in partner countries and between northern and southern CSOs. However, the MTR also shows that effective partnerships do not always follow the assumed complementarity of the Activist, the Knowledge Broker and the Convenor. The combination of these roles is not always relevant and depends very much on the advocacy context.

Sometimes different viewpoints between Alliance members generate debate. We will continue to discuss how we should go about instances when the roles do not necessarily complement each other. For example, when Milieudefensie targets a bank for its unsustainable financing practices and demands divestment, while IUCN NL stimulates the bank to engage with companies to make their practices more sustainable. These differences are a natural result of our partnership and it is important that we acknowledge that we cannot always agree on everything (dissent). On the other hand, we experienced that dialogue about these differences helped each organisation to reflect on its objectives, assumptions and strategies, thus contributing to a better articulation of its approaches.

The MTR brings valuable lessons on working in coalitions, that we can use to foster even more effective collaboration during the remainder of the programme. We have learned that it takes time and conscious effort to build relations of trust and find the added value of collaboration. These efforts pay off eventually. The next paragraphs focus on specific lessons for the different collaboration modalities in the programme.

Working in coalitions for better results
At country level, our partners’ experiences show that working in CSO coalitions can be effective in representing many voices, striving for a common purpose, reducing security risks for individual CSOs and responding to shrinking operational space. The coalitions in which GLA partners operate are more effective by gaining the critical mass that is necessary to influence powerful stakeholders. Also, coalitions add value by aligning different strategies and seeking complementarity in working towards the same goal.

In a programme as diverse as the GLA, the configuration, necessity and objectives of the coalitions at country level are just as varied. The three complementary roles of the Alliance members cannot be translated directly to the respective CSO partners at country level. However, the MTR reveals several context and strategy related factors that influence the effectiveness of coalitions. Coalitions between like-minded organisations were often considered more effective.
Historical ties and personal relations amongst partners also play an important role in whether or not a partnership is effective. We find that in the presence of an external threat or clear urgency, partners actively seek for collaboration. In Ghana, for example, the pressing threat of bauxite mining in the Atewa landscape, encouraged Friends of the Earth Ghana to support A Rocha, an IUCN NL-partner, to strengthen its media campaign at the national level, while Tropenbos Ghana took the lead in engaging all three partners with high-level decision makers (as further explained in Case 2). A notable example of the need to invest in collaboration is Indonesia, where three partners already worked together and a fourth came into the partnership. The different partners held different views on how to address the contentious issue of palm oil – particularly whether to engage with industry or not. Initially, there was a degree of distrust and it took a lot of communication and explaining of different views to create mutual understanding. The partners found each other eventually and identified shared goals, even though their individual approaches differ. The implementation of the 2018 Presidential Oil Palm Moratorium is an example of a goal that is supported by all partners and allows them to collaborate.

GLA facilitates improved North-South cooperation
A key intention of MoFA’s D&D policy framework is to support the changing relationship between northern and southern CSOs from one of aid dependency to advocacy partners. The D&D policy framework aims “to address top-down, rigid and non-contextualised approaches, and to provide CSOs with the flexibility necessary for performing political roles”. More equal and more effective cooperation between CSO partners and GLA alliance members is an integral part of the GLA, which is operationalised through joint strategising and planning based on a joint Theory of Change.

In line with the above, the D&D policy framework envisages that “northern CSOs will be concentrating on enhancing the advocacy capacity of CSOs in LLMICs”, helping them raise their own voice to be heard by governments, businesses and societal groups in their country. Empowering CSOs from LLMICs to raise their voice at national and international levels forms is a central strategy of the GLA.

CASE 3: JOINT CAMPAIGN ON BIOFUELS
IUCN NL, Milieudefensie and GLA partners in palm oil-producing countries developed a joint campaign focusing on banning the use of palm oil in biofuels in the EU. This strategy led to joint interventions, such as gathering evidence to bring the voice of the South into campaigns in the Netherlands and press conferences and lobby meetings at the EU Parliament in January 2018. Two speakers from Indonesia and Liberia showed to EU representatives the human and environmental impact of EU policies. In the plenary vote following shortly after the lobby, the European Parliament voted against the use of palm oil for biofuels as of 2021. This intervention highlighted that collaboration between Dutch and southern partners is very influential; they brought the voice of CSO partners and their constituents to the EU level. Dutch partners in turn ensured the right people heard the stories at the right time. In addition, the event allowed for mutual learning through the sharing of experiences and information.

CASE 2: A JOINT CAMPAIGN FOR ATEWA FOREST, GHANA
IUCN NL partner A Rocho Ghana, that has been working towards the protection of Atewa forest for a long time already, initiated the campaign against bauxite mining in the Atewa landscape. The engagement of FoE Ghana greatly strengthened the media campaign at the national level, while Tropenbos Ghana played an important role in engaging with high level decision makers, notably the Forest Commission. In the set-up of the lobby to save Atewa, partners in the Netherlands and Ghana used their combined expertise and experience to draft a joint campaign strategy. The campaign expertise of the FoE network has been of great significance in shaping the content and planning of the ‘Save Atewa’ campaign and defining the roles and tasks of all partner organisations.
CASE 4: COLLABORATION WITH THE EMBASSY IN UGANDA
The GLA partners in Uganda have been engaged in research and advocacy on the impacts of oil palm developments on public and private lands and forested areas. The GLA partners have closely followed oil palm developments on Buvuma Island in Lake Victoria that are funded by a loan from IFAD (International Fund for Agricultural Development). The Dutch Embassy consulted both the Dutch and Ugandan GLA partners for their advice on the second phase of the IFAD-project for the Dutch delegation at IFAD on Rome. In a meeting at the Dutch Embassy, the GLA shared its analysis and concerns on the situation on Buvuma. The Embassy explained its impression that the plans for phase II had improved compared to those for phase I. In turn, the GLA expressed its concerns about the effects on human rights and livelihoods to the people living on Buvuma. Following the meeting, the Dutch Embassy showed high interest in the ongoing GLA research on the socio-economic impacts of the IFAD project, of which the results can be expected early 2019.

The collaboration between northern and southern partners adds legitimacy to the advocacy at international level. In addition, it increases GLA partners’ insight in how lobbying works at the Dutch and international (e.g. EU and UN) level. This kind of capacity development in the thematic programmes is an example of a tailor-made approach, in which capacities are strengthened through learning-by-doing.

There is room for more strategic collaboration between GLA and MoFA
An innovative aspect of the D&D policy framework is that it creates a partnership between the Ministry of Foreign Affairs (MoFA) and the CSO partners. This strategic partnership goes beyond the formal relationship between grant provider and recipient, but entails shared goals and responsibilities, with the assumption that working in a partnership delivers better advocacy results and capacity building. We appreciate the periodic reflections with the departments Inclusive Green Growth (IGG) and Social Development (DSO), that provide the GLA with strategic insights. At the same time, the MTR provides a few examples in which the GLA closely cooperated with the Dutch MoFA or Embassies.

The GLA collaboration with Dutch Embassies in the countries varies from place to place. In DRC, we effectively collaborated with the Embassy in documenting human rights violations and environmental crimes and sharing these cases with key stakeholders. In Uganda, the Embassy actively approached GLA partners, as is explained in case 4 below. We aim to expand similar beneficial types of collaboration with Embassies in the future. Our partners in Indonesia and the Philippines also indicated that they value the annual strategic partnership meetings organised by the Embassies. In visits to Embassies we generally find a supportive attitude and a willingness to facilitate meetings and play an intermediary role to engage with relevant actors. However, we do not always see this turn into concrete support for civil society. The GLA recognises that Embassies fulfil different roles in the different countries; one of these roles is supporting civil society. GLA members and partners would like to have better insight in the contribution an Embassy could have in protecting civic space and in general what they can do to support the GLA partners in their activities.

The GLA partners in Uganda have been engaged in research and advocacy on the impacts of oil palm developments on public and private lands and forested areas. The GLA partners have closely followed oil palm developments on Buvuma Island in Lake Victoria that are funded by a loan from IFAD (International Fund for Agricultural Development). The Dutch Embassy consulted both the Dutch and Ugandan GLA partners for their advice on the second phase of the IFAD-project for the Dutch delegation at IFAD on Rome. In a meeting at the Dutch Embassy, the GLA shared its analysis and concerns on the situation on Buvuma. The Embassy explained its impression that the plans for phase II had improved compared to those for phase I. In turn, the GLA expressed its concerns about the effects on human rights and livelihoods to the people living on Buvuma. Following the meeting, the Dutch Embassy showed high interest in the ongoing GLA research on the socio-economic impacts of the IFAD project, of which the results can be expected early 2019.
4. inclusion of marginalised groups and gender equality

Successful inclusion of marginalised groups
The inclusion of marginalised groups and achieving gender equality, especially in decision-making processes, are core objectives of the GLA and the D&D ToC. The GLA is dedicated to the empowerment of local and indigenous communities in forested landscapes. These groups are strongly dependent on the forest and their engagement and knowledge is essential for long-term sustainability, yet they are often underrepresented or excluded from decision-making processes. Such groups include indigenous peoples, smallholders and women.

During the MTR meeting, our CSO partners demonstrated how they contribute to making the voice of excluded groups heard and how they enable excluded groups to address the root causes of their exclusion through empowerment and capacity development. This was evidenced by many examples in which CSO partners successfully achieved the inclusion of underrepresented groups in decision-making bodies, and in the formulation and implementation of inclusive laws, policies and practices that address concerns of marginalised groups. Examples include Liberia (Land Rights Act), Viet Nam (revised Forest Law) and the Philippines (ICCA11 Bill, Bangsamoro Organic Law). In various GLA landscapes, e.g. in Indonesia, the Philippines, Ghana and Liberia, indigenous and local people have become forest monitors, reporting on illegal logging and discouraging unsustainable practices.

CASE 5: communities’ tenue rights are formalised in Viet nam’s new forest law
The Government of Viet Nam embarked on a revision of the Forest Law, amongst others to strengthen the protection and management of remaining forests. The Viet Nam Administration of Forests set up a law preparation board, which collected information from individuals and organisations at all levels. As part of FORLAND, a coalition of 9 CSOs, GLA partners Tropenbos Viet Nam and Pan Nature worked closely with government actors to lobby for the new Forest Law. They conducted studies among forest communities in 3 provinces. They also organised field trips for law makers, giving them a chance to listen firsthand to the difficulties people endure due to their limited forest tenure rights. They provided information packages to lawmakers that would help them convince their fellows lawmakers in the National Assembly. The evidence was shared through strategic lobbying and at a multi-stakeholder dialogue meeting with Government and National Assembly representatives and organisations concerned with Viet Nam’s forests. As a result, the National Assembly approved a revised Forest Law in November 2017 that recognises local communities as forest owners, recognises the cultural practices of indigenous communities, and grants communities the responsibility to manage sacred forests. Maybe the most significant achievement was that civil society was able, for the first time, to make significant contributions to the lawmaking process in the forest sector.

The MTR confirms the importance of having a legal framework for inclusiveness. For example, in Indonesia, GLA partners first succeeded in influencing the national policy on social forestry and customary forest schemes. Subsequently the provisions of this law helped CSOs and communities to gain access to forested land. To strengthen the position of forest-dependent communities to conserve the biological and cultural diversity of their (indigenous) territories, we will increase our advocacy for legal recognition of ICCAs across GLA countries.

Sustainable governance of forested landscapes requires more than inclusion
The MTR also shows that participation in decision-making on forested landscapes, for instance in the form of local control over forest resources, does not necessarily or automatically lead to sustainable forested landscape governance. One reason for this is that these kinds of processes take time, and we may see more results by the end of the GLA programme. However, we will also start exploring the conditions under which local control over forest resources leads to sustainable forest governance, in order to develop lobbying and advocacy strategies that work towards these conditions.

Indigenous and Communities-Conserved Areas
Gender equality requires special attention
Similarly, the inclusion of marginalised groups does not automatically lead to the inclusion of women in decision-making or more gender equality. Therefore, the GLA has a special focus on gender, promoting the engagement and inclusion of women in policy and decision-making processes, in particular in relation to forest governance and land tenure.

During the MTR, CSO partners echoed the D&D assumption that gender inequality and exclusion are caused by power asymmetries. It was widely acknowledged that gender is about more than just the differences between men and women, but also relates to gender identities and power, to rights and opportunities of marginalised groups in general. The partners concluded that attendance of women does not necessarily equal participation and participation does not equal influence or empowerment. In that light, the MTR confirms that a comprehensive and long-term approach and investment is needed to address the often deeply rooted cultural norms, values and power imbalances that hinder participation. We will therefore intensify the support for gender strategies and gender equality across the GLA. To address the issues underlying gender inequality, capacity strengthening shall focus on monitoring and reporting context specific power dynamics and imbalances. Furthermore, the GLA will document and share good practices and explore methodologies to influence gender dynamics and power imbalances more effectively.

CASE 6: UGANDA: SHARED SIGNATORIES IN LAND TRANSACTION PROCESSES
In February 2017, NAPE, the GLA partner in Uganda, conducted a training on compensation, land rights and gender equality in Buvuma, Uganda. As a result, men reconsidered their thoughts on the involvement of women in natural resource governance and decision-making processes. When payment of compensation for land acquired by government for oil palm developments started in Buvuma, around 30 men wanted their spouses to become co-signatories to bank accounts on which the compensation money was deposited. This has contributed to a more gender balanced transaction process. The inclusion of women in land transactions also contributed to more harmony in homes, respect of women rights and reduced cases of domestic violence arising from disagreements related to compensation money.

5. CSOS COMBINING A POLITICAL ROLE AND COMMUNITY SUPPORT

Combining a political agenda with solutions to engage forest-dependent communities

The GLA aims to represent and empower forest-dependent communities to stand up for their rights. Empowering communities is a strength of many of the partner CSOs in the GLA programme, but it comes with challenges. Forest-dependent communities often face a reality where they have to deal with dilemmas when choosing between clear-cut short-term economic benefits that will have an instant effect on their lives or livelihood, and less tangible, long-term benefits of nature-based sustainable livelihood approaches. For example, for communities in Edo State in Nigeria, that currently have limited income-generating opportunities, the prospect of employment in planned palm oil plantations is appealing. Even if this is at the expense of forests that provide them with benefits. This has divided communities in terms of people who are in favour and people who are against the construction of palm oil plantations.

In this context, our partners indicate that communities are more likely to embrace a political agenda and voice their concerns if this comes with the prospect of tangible short-term improvements for their situation, for example, in the form of tenure and/or livelihood security. The MTR highlights that the political role of CSOs in the GLA is often related to, and hard to separate from, supporting communities in finding solutions for their practical needs. Empowering communities to make their voice heard and providing (economic) alternatives and/or incentives for sustainable development often go hand in hand.

Within the GLA, we therefore integrate solutions for community needs with political work. In Indonesia, we lobby for the allocation of community-controlled village forests while also strengthening capacities of communities to complete the permitting process and implement the work plans for the management of the forests allocated to them. Other examples where development of livelihood alternatives supports advocacy efforts include NTFP-based business development in the Philippines and developing agro-ecological alternatives to monocultures in Bolivia. These activities provide a foundation to enable forest-dependent communities to claim their rights, or participate in lobby and advocacy work, and link this to building sustainable, green livelihoods. In practice we see that a number of our partners perform an informing, activating and representational role in relation to forest-dependent communities and complement this with community support.

In general, the GLA stimulates CSO partners to find co-funding from other donors to fulfil their community support role. However, when specific community interventions are necessary to advance advocacy activities, the GLA supports communities in finding solutions. Most of our southern partners receive donor funding for different aims: some for community support and others supporting (lobby and) advocacy.

Partners usually try to combine both for reasons of efficiency and continuity but cannot always find the perfect match in terms of timeframes, landscapes and strategy.

Acknowledge the importance of community support in the D&D Theory of Change

In line with what the D&D ToC argues on CSOs increasingly combining a community support role and advocacy activities, we confirm that for many CSOs a political and community support role in the context of sustainable forest governance cannot be separated. However, since we acknowledge that the aim of the GLA is strengthening lobby and advocacy, we are continuously alert that this type of support does not become a goal in itself. This sometimes poses a challenge to partners that have a community support background and are less comfortable with lobby and advocacy, but they are making the change.

Therefore, based on the MTR findings we recommend that a future policy framework acknowledges that community support can be an important precondition for successful lobby and advocacy.

CASE 7: SUCCESSFUL CLAIMING OF MANAGEMENT RIGHTS TO VILLAGE FORESTS IN INDONESIA

In Indonesia, a strong political commitment exists to social forestry. The Government aims to allocate 12.5 million hectares of forest land to be managed by communities in various schemes. All GLA partners in Indonesia are actively supporting communities to complete the requirements to obtain the management rights to village forests, Hutan Desa. In practice, this is an onerous process that is beyond the capacity of most communities. GLA partner WARSI has been successfully advocating for a significant simplification of the permitting process, and for decentralizing the permitting authority to provincial level. This has increased the rate and ease at which Hutan Desa are awarded, and together, GLA partners have been able to support dozens of villages to obtain their permit. At the same time, communities that have been awarded these rights must establish management committees, implement management plans, and develop markets for the products they harvest from the forests. Here, again, they depend on GLA CSOs to support them. GLA partners have successfully lobbied local governments to assign budgets for management committees, include budget for women’s activities and establish village business units. They now support these community groups to make use of these facilities.

13 Non-Timber Forest Products
14 Sometimes with success, as in Bolivia, where GLA partners jointly accessed funding for technical assistance from the Belgian cooperation
6. OPERATIONAL SPACE FOR CIVIL SOCIETY

Shrinking operational space limits the effectiveness of our partners
An important precondition for performing political roles is that CSOs have the space to do so. The MTR highlights once more that many CSO partners face a shrinking political and operational space, particularly in Bolivia, DRC, the Philippines, Vietnam and Uganda. It is becoming more and more important both for our CSO partners and alliance members to develop effective ways to cope with security risks and to operate within restricted operational spaces.

Coalitions and networks help to counter shrinking operational space and security risks
The MTR shows that CSO partners developed a wide range of coping mechanisms and strategies to deal with the specific restrictions and threats they face in their countries, most of them being very context specific. Our partners are very eager to share and learn more on how to deal with shrinking political space. In cases where the personal and organisational security of environmental and human rights defenders have been at risk, partners strengthened for instance their (expertise on) security measures. Being connected to a strong national and/or international network proved to be of value for improving security, for instance through incident reporting and raising attention at international level. Some partners also increased their focus on digital security, given that they often deal with sensitive information.

A comprehensive partnership is required to address shrinking operational space
The D&D ToC assumes that the Ministry and (mainly Dutch) CSOs can strengthen CSOs in LLMICs in their political roles through capacity development and assistance in advocacy processes, including by offering protection in hostile environments and lobbying for increased political space. The GLA MTR concludes, however, that notwithstanding the coping mechanisms that were shared, actively improving operational space is challenging and often beyond the control of the GLA members and local partners. Nevertheless, the urgency and gravity of the restrictions that CSOs face, call for increased attention in the remainder of the GLA programme. The GLA alliance members will, for example, continue to support the development of regional rapid response networks in Africa. In addition, we will lobby for a binding UN Treaty on Business and Human Rights that offers opportunities for access to justice for victims of rights violations by corporations, as one potential avenue for structural improvement of operational space.

CASE 8: CIVIL SPACE AND CONNECTEDNESS IN BOLIVIA
In the past years, the Bolivian GLA partner CEDIB was threatened with violence by public officials and evicted from its premises in Cochabamba, central Bolivia. CEDIB’s archives, containing decades of evidence related to natural resources, economic development and democracy in the country were at risk to be lost. Fearing violence against the staff and archives, CEDIB quickly started moving their archives to a safe location with the help of hundreds of volunteers. Subsequently the GLA partners sent out a message to other CSOs and communities to write to the Minister of Education, the Ombudsman and the Governor of Cochabamba to secure a safe environment for the activities and staff of CEDIB. CEDIB has faced threats for a longer period of time, such as a revocation of their licenses to operate and freezing of their bank account. CEDIB sought international attention for their situation through Amnesty International and the UN rapporteur on freedom of assembly and association. The main lesson learned from the situation of CEDIB for other GLA partners is the importance of strong ties with communities, fellow CSOs and international organisations as a safeguard to continue your work.

MoFA’s role in addressing shrinking operational space
The D&D ToC also assumes that the Ministry with its Embassies and links to international fora is well positioned to monitor and support a safe political space for CSOs.16 While we see ample attention for this issue in the Netherlands, we conclude that we are unsure what we can expect from the Ministry or Embassies to address shrinking operational space at country level. This can be explained given the sensitive nature of the issues, however, the GLA would welcome a larger role of the Ministry to actively support CSO political space. A starting point can be that the Ministry engages in dialogue with the GLA on how it sees its own role in the countries, and how the Ministry intends to work with SPs on addressing shrinking operational space.

17 Ibid. p. 9
7. LOBBY AND ADVOCACY OUTCOMES

Context specific lobby and advocacy approaches reap results

The D&D ToC outlines different aspects of advocacy and their impact. Based on the MTR we conclude that the GLA has started to realise changes at different levels (see D&D framework p. 20), including at the level of agenda-setting, procedural change, policy change and changes in practice at the local, national and international level. Examples are provided throughout this report and in the MTR global meeting report.

The GLA aims to secure sustainable forest governance that includes countering the forces leading to forest loss and degradation. This means GLA partners face powerful private actors and high interests at government level, when lobbying or advocating for sustainable alternatives. In order to influence these actors, CSO partners have used a variety of advocacy and lobby strategies and tactics in relation to public, private and societal actors, ranging from dialogue and collaboration to activist and dissent approaches.

While we gained valuable insights into how strategies and incentives have worked so far and in which context (as illustrated in this report and the MTR global meeting report), it is difficult to draw general conclusions on the effectiveness of specific L&A strategies, since strategies are dependent on the role(s) of CSOs, lobby and advocacy goals and context.

Effective incentives in GLA lobby and advocacy

Effective Lobby and advocacy strategies towards and incentives for changing behavior of public and private actors are context-specific. However, partners concluded on a number of incentives that are effective in almost all contexts. An important incentive for public actors is the opinion of their (potential) constituencies. Partners also found that it is effective to improve the implementation of policies and enforcement of laws by linking a message to a current theme and media attention. At the local level, aligning with the rules and procedures of local government authorities (e.g. at village level) and making use of village consultations turned out to be a useful strategy. Both public actors and private actors are more likely to act favourably if they see an opportunity to support or improve their reputation. For companies, risk mitigation and (in particular for those based in the North) customer opinions and demand for their products are suitable entry points for CSO-lobby and campaigns. Legal action and the use of international complaint mechanisms have also proved to be powerful when other strategies do not have the intended effect.

Long-term investment in monitoring policy implementation is essential

As the D&D framework rightly states, while policy change may already mean great victory, it takes time and effort for policy change to translate into actual changes on the ground. In many settings it is essential to closely monitor implementation of policy changes or compliance to existing rules and regulations and take appropriate action when these are violated or not implemented.

Advocacy approaches need to be long-term in nature, looking at exactly what is needed in order to deliver actual change on the ground and ensuring that gains are not lost on the way. Therefore, we will put extra effort in the implementation of (successfully changed) policies and laws. We also realise that enforcement or implementation of policies is more difficult to monitor with the Outcome Harvesting methodology. While partners often report ‘significant changes’, the changes that come with implementation mostly have a more continuous character. We will look into ways to capture this better in the remaining programme period and the end-evaluation.

CASE 9: CAMPAIGNING AGAINST ILLEGAL LAND ACQUISITION IN NIGERIA

In Nigeria, 30 communities in Edo State were severely impacted by the illegal land acquisition and expansion of palm oil plantations by Okomu Oil Palm Company. In order to be able to make the community complaints widely known, ERA empowered the communities to form a coalition with 15 local and national CSOs. The coalition held a protest march in Benin City that generated significant media attention at the local and national levels. In support of the communities’ efforts, ERA launched an international petition to call on the State Governor to enforce a revocation order on Okomu Oil Palm Company, which was signed over 33,000 times. In addition, ERA organised a Sing and Stand for Nature concert to draw attention to the situation in Edo state and to create solidarity amongst both local Nigerian people and international organisations. The complaints of the coalition were heard: one month after the march, the Edo State government in Nigeria set up a committee to look into the complaints of land grabbing and environmental and livelihood destruction by the company, Okomu Oil Palm PLC. District level agencies were subsequently tasked to protect community rights through the enforcement of communal laws.
8. CLOSING REMARKS

The MTR process has substantially increased the understanding of the GLA programme effectiveness for all GLA partners. It gave useful indications for programme adjustments and where and how to intensify our strategies. It also provided insight in the GLA ToC and how it is determined by context factors. We hope the report is a valuable contribution to the critical review of a selection of relevant innovations in the current D&D policy framework, as well as the design of a future policy framework. We are looking forward to discuss the report with our GLA focal points and other staff in the DSO and IGG departments. These discussions will hopefully further deepen our strategic partnership with the Ministry.