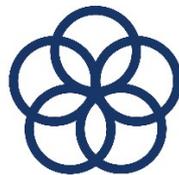




DEVELOPMENT STRATEGY 2020-2024

17 PARTNERSHIPS FOR THE GOALS



The forming of partnerships for the goals is JOIN good forces at its core.

1. IDENTITY - who is JOIN good forces?

JOIN good forces is a non-profit humanitarian and developmental foundation. Established in Oslo, Norway 1993 as Christian Relief Network (CRN) *to improve humanitarian situations of women, children and men living in poverty, oppression and vulnerability, especially related to war and insecurity* – the slogan was: *Joining good forces*. In 2010, the organisation changed name to JOIN good forces. As identified through the name, the identity of JOIN good forces (JOIN) is to function as a connecting and collaborating mechanism. JOIN good forces (JOIN) has worked in the African Great Lakes Region since start and rehabilitation and reintegration of survivors of sexual gender-based violence (SGBV) has been the focus since 2003. JOIN supported the Nobel Peace prize winner 2018 DR Denis Mukwege with financing infrastructure and capacity building on SGBV at Panzi hospital in Bukavu 2005-2007 and were responsible for building the Kyeshero Hospital in Goma 2012 funding by MFA/Norad.

2. VALUES - what values makes the foundation for JOIN's work

JOIN is founded on the Universal Declaration of Human Rights and believes every human being is created in the image of God with unique value and irrevocable rights. The values underlying all our activities are *Intrinsic human value, Gender equality, Local anchorage, Accountable, cost-effective results and Innovative partnerships*.

Intrinsic human value: All persons have the right to dignity, to be respected, to have protection, and to have their basic needs met from life conception to natural death, regardless of sex, social status, ethnic origin, political and religious standpoint, physical and psychological strength, culture and language.

Gender equality: Women and men shall have the same opportunities to shape their own lives and the society they live in. For this to be obtained there must be a fair division of power, influence and resources in society, and discrimination against women and girls must end. JOIN has prepared special policies within gender practices that are presented to all partners.

Local anchorage: To ensure the relevance, sustainability and high local priority of the developmental assistance, all interventions must be anchored in the needs, organisations, history, culture and experience of the beneficiaries.

Accountable, cost-effective results: JOIN is committed to a professional approach to humanitarian assistance based on high country and sector competence, effective administrative and economic control systems, observance of code of conduct, and good human resources policies. JOIN is committed to keep transaction costs to a minimum and strive for cost-effectiveness at all levels.

Innovative partnerships: JOIN takes hands with an array of accountable actors and organisations with the knowledge and skills set to implement context-sensitive and cost-effective interventions with sustainable results. This includes clearly defined partner-roles, whether as a funding partner, collaborating partner, implementing partner or supervising partner.

3. VISION - what is the dream?

We see a future where people in fragile environments are empowered through the joining of good forces in fighting poverty and insecurity.

4. MISSION - what is that JOIN wants to do?

JOIN’s mission is to achieve great results in empowering women and girls in fragile environments. Our method of work is to form partnerships that lead to innovate solutions to robust problems. In the coming JOIN will major on forming partnerships for the Sustainable Development Goals (SDG 17). The following picture is an expression of how JOIN work to align partners in the north to partners in the south, seeing civil society as a key partner.

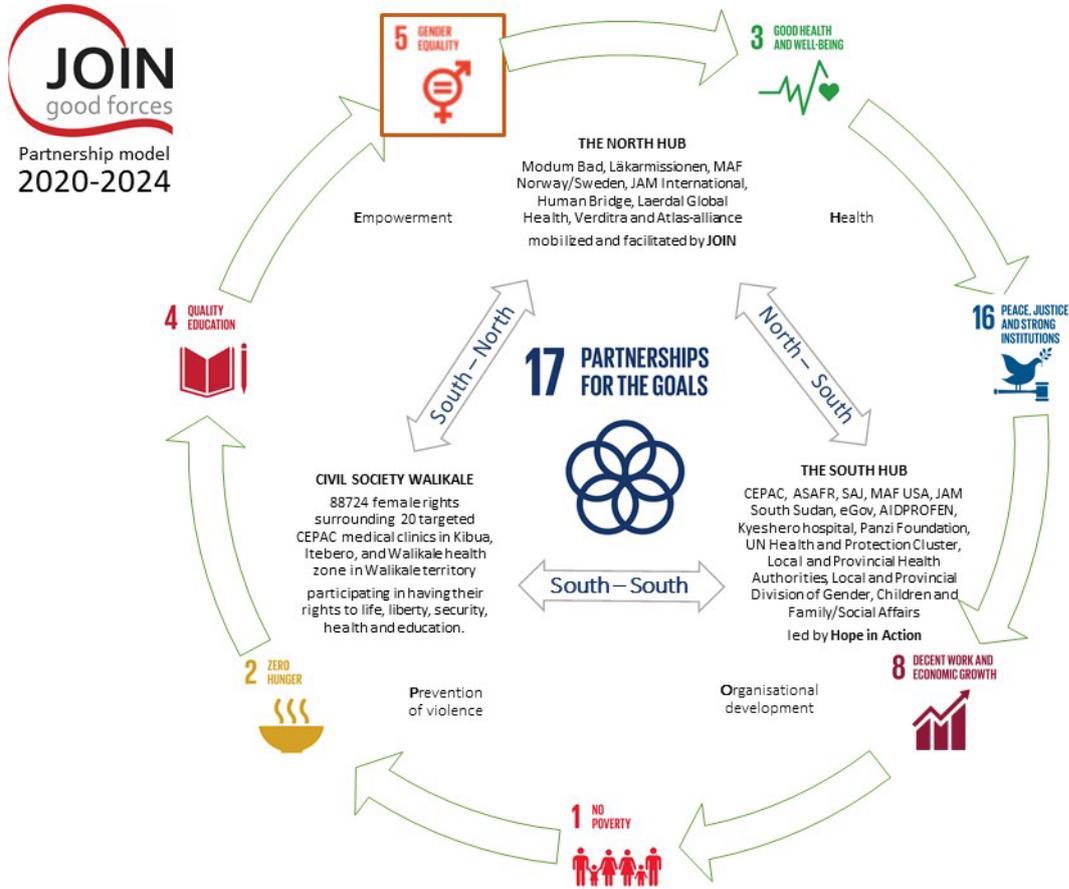


Figure 2: The Walikale programme in relation to the SDGs.

JOIN's ADDED VALUE is found in the ability to form partnerships that enables sustainable change to happen in a way that secures that the values going into the intervention yield the expected results. A North Hub learning community of resource partners and suppliers will be set up with JOIN as host to facilitate learning and innovation leading to better results. JOIN's added value is also found in the North-South connection where JOIN is assisting Hope in Action (HIA) in becoming a convener of implementing partners into a South Hub learning community JOIN can access and HIA lead. Together with Hope in Action JOIN aims to lift the quality of sub-partners to the level of HIA and growing.

5. THEMATIC PRIORITIES - within the mission, what will be focused?

Through our partners in the field we are to be *carriers of hope* in fragile environments, raising expectancies that good things can happen and that the future can be brighter where hopelessness and desperation are rampant. Health and Violence Prevention/Community Rehabilitation are the two sectors JOIN has specialized on, with typical program/project thematic areas as:

- Mother/child health
- Holistic SGBV response
- Violence Prevention, like the Fatherhood courses

JOIN continues with this focus and further develop our competence base to fully include all the priorities set by the acronym **HOPE**:

- **H** Health
- **O** Organisational development
- **P** Prevention of violence
- **E** Empowerment

HEALTH: The rights of women to reproductive and maternal health, including family planning, and access to quality health care in rural areas, especially for the poor and marginalized including people with disablement. JOIN takes special interest in strengthening the medical and institutional capacities of the duty bearers (service providers), which is linked to the focus on organisational development.

ORGANISATIONAL DEVELOPMENT: As has been showcased in the development of Hope in Action Goma into a robust and able organisation through long partnership with JOIN, an even greater emphasis will be put on organisational development in all future partnerships, with all parties benefiting from being convened into collaboration and learning communities. This approach is also influencing how we work with health service providers to strengthen sustainability and build capacity to become independent of developmental assistance.

PREVENTION OF VIOLENCE: JOIN lean into the Johan Galtung definition of violence as a multidimensional phenomenon appearing in a direct, structural and cultural form denying human beings the achievement of physical and mental potential. Prevention of violence much thus address all these aspects.

EMPOWERMENT: The goal of both humanitarian and developmental assistance is to empower people in fragile environments to have their rights to a dignified and self-sustained life realized apart from external assistance. A special focus is given to people who have been disempowered through different forms of violence.

HOPE: Taking the first letter of the four areas gives us the word hope. This is to indicate that all that we do is done to facilitate/help create/nurture hope among the women and girls that have been made victims and isolated from society. Our dream and hope is to see the light of hope in their eyes, see that they come back to their local villages with their heads high, looking their fellow villagers in the eye and showing that they experience dignity, self-worth, hope and courage to move on in their lives with the same rights as every other human being.

6. GOALS - how will we know we have succeeded?

MONITORING AND EVALUATION sets the premises for knowledge sharing and learning. JOIN believe greater effort should be made to convene partners and stakeholders in any given programme to tap into a breadth of experience and enhance result and quality improvement.

VALUE INCREASING PARTNER CLUSTERS in north and south is the aim of JOIN's developmental strategy with a bearing on the quality of the outputs and outcomes in any intervention. Beyond the desired goals for which the

partnerships were formed, JOIN will know to have succeeded if the cooperative processes lead to creation of greater expertise, more sustainable solutions and becomes a stepstone for greater future effectiveness and efficiency.

7. CLOSING REMARKS - what is the range of the strategy?

In relation to the SDGs, in order of importance the 2020-2024 development strategy set these priorities:

17 PARTNERSHIPS FOR THE GOALS



- Forming of a north node partnership cluster hosted by JOIN for the sake of funding, learning and supplies.
- Assisting of Hope in Action in becoming the platform for a south node partnership cluster for implementation, learning, accountability and quality improvement.
- Assisting of Hope in Action in the process of constituting the rights holders and civil society of areas targeted by developmental intervention as a key partner in reaching the SDGs.
- Expand the scope of violence to include structural and cultural violence so services provided are more strongly undergirded by sensitization and advocacy on female rights.

5 GENDER EQUALITY



- Strengthen the work towards the gatekeepers of society, i.e. religious and community leaders expecting them to propagate female rights and gender equality.
- Extend the Fatherhood course material to include equal schooling opportunities for daughters.
- Strengthen the capacity of women's rights in our programmes by taking hands with AIDPROFEN RD Congo.

3 GOOD HEALTH AND WELL-BEING



- Strengthen operational and organizational health capacities of service providers to secure the rights holders' access to sustainable quality health services.
- Focus on rights holders risking being left behind, i.e. to mothers and babies, survivors of SGBV and their families and people with disabilities.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



- Strengthen the capacity of civil society to advocate for their rights towards the authorities through a partnership approach to programme recipients.
- Step up the promotion of peaceful inter-ethnic coexistence starting with children.
- Secure a legal assistance to SGBV survivors that includes follow up through court cases to get justice and see perpetrators convicted.

Indirectly, planned developmental interventions also relate to these SGDs:

8 DECENT WORK AND ECONOMIC GROWTH



- Together with south partners JOIN seek to anchor income generating activities (IGAs) typical of the holistic SGBV response programs in real job opportunities and long-term economic growth situations.
- Value creation and cooperation with private business enterprises is a growing emphasis with JOIN and South partners.
- JOIN hold that developmental assistance should help kick-start and strengthen the momentum of economic wheels enabling the local population to be self-sustained and the nation to increase economic growth.
- Pilot projects are currently run to foster value creation lines and give SGBV survivors and vulnerable women access to decent work and economic growth.
- JOIN pursue an integration between developmental assistance and job creation, assisting innovation and formation of social businesses.

1 NO POVERTY



- As poverty drives many negative aspects of violence against women, the community-based sensitizations raise rights awareness and locate available assistances and services.
- Women centres provide training and infrastructure for business enterprises strengthen the economic capacity of women.
- SGBV survivors and vulnerable women benefit from accessing income generating activities are stimulated to form groups and cooperatives to increase business opportunities.

2 ZERO HUNGER



- A malnutrition programme is in health service provision programs where relevant.
- JOIN has partnered with JAM (Joint Aid Management), that are big on feeding schemes in several African nations, to increase competence and capacity in this area.

4 QUALITY EDUCATION



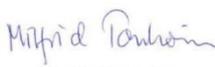
- Quality education. If girls are reintegrated into society, - and if the girls who have not had a possibility to go to school gets this possibility, then their life may change and their possibilities for being respected, and experience a dignified life increase

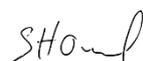
This Development Strategy was approved by the board of JOIN good forces 23. September 2019:

JOIN good forces Board:


Haakon Bryhni
(Chairman)


Ole Johan Sandvand
(Board member)


Milfrid Tonheim
(Board member)


Sissel Oversand
(Board member)


Madel Gunnarshaug Rosland
(Board member)