**Theory of Change**

**Time frame: 3 years (2017-2019)**

**SWOT Analysis of your Working Group in the current context:**

**Strengths and Weaknesses internal to your WG, Opportunities and Threats offered by the external context in which you operate**

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| **Strengths**  Our groups all have access to andusesocial media (Facebook, Twitter), email and, in some cases,our NGOwebsites for promoting and coordinate our activities.Whilemost of the organizations in our WG do not have fund because they are locally based,some of them are supported by individuals in their local communitieswho are interested in environmental issues;Combined the groups within our WG have around 20-80 volunteers depending upontheir location, and more than 200 member. | **Weaknesses**  We are managing our volunteers effectively but in some cases activists deed additional motivation and supportto be effective in changing peoples’ attitudes about environment. Because we lack funding, most people are working as volunteers and they will stay only if they feel enthusiastic and motivated. We need time and energy to do long–term planning and fundraising. Our beneficiaries are satisfied of our activities and in some cases local communities askus to help with negotiations with government and stakeholders, but we are not always politically connected.We don’t want to be controlled by government but at the sametime we need to have a good relationship with all parties to be effective at education and in some cases we need to cooperate with government more. |
| **Opportunities**  In order for our activity to run effectively and grow, we must grow as individual NGOs and as a working group. Networking is a key opportunity that leads the way to meeting new people with similar interests and ambition, which can potentially help our working group succeed. Together, you are also more likely to take the initiative and follow through on an idea. More opportunities are thrown your way as you expose yourself and gain more confidence.  Yes in some aspects we can improve our activity, by riding bicycles instead of car, we can give the people to cut the culture and use it for protecting ourenvironment and we can re using clothes by collecting it then sending for refugees and IDPs, we feel that it has a huge impact on people awareness.  We can expand our projects and activities through activitiesin other area, and Some NGOs have the representatives in the Sulaimani Governorate, which allows us to exchange new idea and activity with the governmen.;We are trying to find the betterways for keeping in touch with other NGOs inside of Kurdistan and outside of Kurdistan.  A lot of NGOs couldn’t raising fund to support their activities, but they always try to raise funds from local companies; some groups have good relationships with the government and authorities, all the stakeholders and ministries that deal with the environment but we need to build better relationship with them.  There are lots of opportunities to can change communities’ environmental perspective through scientific research, seminars, workshops, street activities publishing booklet and other educational materials. | **Threats**  There is no any outside threats that might harm our organization or activities but in some critical situations arestruggling with the government, also we face challenges about implementing new ideas and knowing how to solvethe environmental problems we face. Some organizations are doing better because they know how toraising funds but other struggle to survive due to lack of funding. |

**Assumptions**

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| Issues your WG would like to address (describe) | Underlying causes of the issue or problem | Impact your WG could achieve in 3 years, solutions you could implement |
| Water pollution from:   1. Dumping: most common cause of direct water pollution from humans in Kurdistan, dumping waste in the wrong places 2. Industrial discharges: Some factories have direct discharge of waste through pipes and smoke stacks 3. Industrial runoff: In areas where factories are present, these factories are often located near sources of water. When it rains, chemical waste is washed from these factories as storm-water runoff. That runoff soon reaches the groundwater and/or surface water.  Agricultural Runoff: Agricultural runoff encompasses both natural and unnatural sources of contamination due to lack of environmental regulations, enforcement, farmer support programs and modern agricultural processesChemical and waste runoff from residential sources (i.e. washing cars, streets, chemical use in homes)  1. Land fills and dumps, due to lack of proper sanitary facilities 2. Domestic city sewage, due to lack of infrastructure and sewage treatment facilities 3. Septic system 4. Fossil fuels production and spills 5. Mining process and wastes | 1. Lack of proper, sanitary facilities for waste handling (residential, commercial and industrial): eg. Recycling programs, sewage treatment, sanitary landfills, etc. 2. Few groups and individuals speaking out, calling for change; very little environmental advocacy; no environmental watchdog groups 3. Lack of training for environmental activists 4. Environmental regulations and policy lacking. 5. Little enforcement of environmental regulations that do exist 6. Lack of modern agricultural and industrial processes. 7. Lack of awareness and little to no environmental education in K-12, University, and at community and government stakeholder level. 8. Few examples of environmental alternatives, lack of demonstration projects that can show better environmental methods, policies and procedure.   9. Lack of funding at the NGO, government, university, industrial and commercial level for education, training, demonstration/pilot projects re: implementing better environmental methods | Increased awareness of pollution-causing activities  Publications of brochures and newsletters on the environment and availability of workshops and seminars on environmental topics more common;Information available to local communities about water pollution threat and how protect water their water resources from the pollutant.  A collaborative technical resource is created that is capable of providing advice and recommendations to communities and the government for the implementation of the environmental commitments.  Environmental NGOs working more cooperatively, sharing information, conducting group workshops/advocacy programs  Advocates for clean water have greater support and visibility.  Local communities better able to stand up for better environmental policy and protect themselves from poor development initiatives.  Some rivers and lakes are cleaned up  Pilot project sites demonstrate positive impacts of environmental cleanup.  Government and environmentalists working and communicating more with each other to establish public policies and priorities that address major environmental threats as priorities |
| Water depletion or over using water due to:   1. Dam construction 2. Diversion from rivers and springs 3. Over-use of groundwater resources (building too many wells, putting them too close together, pulling out too much water, polluting/making groundwater un-usable) | 1. Lack of water management bythe government and local authorities; No comprehensive planning for water resources with upstream and downstream neighbors or with communities affected (not EIA process working for dams and no public process at all).   2. Media not playing its part: Although water and sanitation touch people’s lives every day, they do not get the attention they deserve in the media, in particular as the topics are difficult to discuss in many cultures.  3. Lack of environmental awareness of the public and education (for example, engineering students are taught that dams are good without providing them with info on the full impacts)  4. Few studies or knowledge of Kurdistan’s groundwater resources  5. Lack of regulations and enforcement (i.e. controlling well construction)  6. Lack of support in water recycling,in cities and all areas there is no recycling system  7. Lack of rainwater harvesting. | Working effectively to demand of the Kurdish government and local authorities the implementation of better regulations and policies to address the water-related problems including water reuse, water resource management, water rights, industrial water use, wetland restoration, domestic water supplies, [water pollution](http://www.eartheclipse.com/pollution/disastrous-effects-of-water-pollution.html" \t "_blank), and others.  Increased awareness of activities that cause water depletion through advocacy and education  Publications of brochures and newsletters on the environment and availability of workshops and seminars on common environmental topics.  Environmental NGOs working more cooperatively, sharing information, conducting group workshops/advocacy programs on these issues.  Local communities better able to stand up for better environmental policy and protect themselves from poor development initiatives. |
| Reduction of water in streams, rivers and lakes from:   1. Climate Change 2. Reduction in flows from upstream neighbors (international/regional reductions) | 1. Lack of environmental awareness in society 2. Lack of environmental education in school system. 3. No discussion or planningfor climate change impacts/mitigation in Kurdistanat the local, regional or national level | Increased awareness of global and regional threats through advocacy and education  Publications of brochures and newsletters on the environment and availability of workshops and seminars on climate change and regional/int’l water resource mgmt is more common.  Working effectively to demand of the Kurdish government and local authorities to begin planning for climate change mitigation and consider climate change in development activities.  Environmental NGOs working more cooperatively, sharing information, conducting group workshops/advocacy programs on these issues. |

**Target groups**

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| Groups (communities and authorities) you would target | | Means and tactics to influence each group you target | Resources (human, financial, time, skills and knowledge) needed to influence each group | |
| Local Communities and local authorities.   * Local authorities are: * Provincial councils. * Conservation authorities, resource managers. * City mayor's office, the city managers, Directorate of water resources& Environment Board. * Parliament/Parlimentarians.   Local communities are:   * Women * Students * Children in the kindergarten and Youth * Indigenous Peoples and Community Leaders * Non-governmental Organizations * Workers * Business and Industry * Farmers | | The tactics to influence the target audience are:   * Negotiate with the local authorities and preparing some recommendation relevant to key water issues and problems. * Develop and present presentation,seminars, workshops, and other educational materials that can be used to raise awareness for each target group * Collaborate with women NGO’s for participating in seminars. * Produce and showvideos and films aboutwater pollution/local water resource concerns with follow-up Discussions. * Host Exhibitions(photos, children’s drawings, etc) * Organize special events/activities that integrate environmental education, outdoor activities, with arts and culture | Communities were issues exist: Indigenous people are involved in making decisions and trying to find solutions for environmental problems affecting their community.  A strong and informed volunteer base is building over time  Increased and steady financial support  Skill and access to expert knowledge about the different water resource topics we address is increased.  Media (TV, radio, newsletter, etc.) are becoming more helpful in presenting accurate information on environmental issues and supporting local community for protecting environment and getting information out about environmental problem and solutions.  Other NGOs, as well as artists, musicians, poets, etc that may work on different issues are also involved in getting our message across in new and different ways. | |
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**Strategy Plan:**

1. Describe the vision of your WG (the better reality you would like to see in 3 years from now in Iraq):
   1. Public awareness and understanding are, at once, consequences of education and influences on education. We want to see this increase and as a result of our activities people understand water resource issues better and are more knowledgeable about how they can protect water.
   2. Water resource management and supported, with increasing cooperation between the local governorates, local authorities, NGOs and affected local communities and is improving as well with the border countries for our trans-boundary rivers.
   3. Working with many youth volunteers, including those who are at-risk and disadvantaged, to help them build leadership skills and gain empowerment to make a difference in their communities and in the world.
   4. Dialogue, trust and cooperation is increasing between WG Member NGOs, the local communities (including IDPs)we work with and local government, for finding out the best way to protect water and solving water pollution and declining water resources.
2. Select and briefly describe the Strategic Objectives of your WG (minimum 2, maximum 5):

* Improve water quality of Kurdistan’s local rivers and waterways
* Increase understanding of about water resource problems we face (declining water resources)
* Increase coordination and networking between groups working on local issues with groups and issues that are regional and/or global (transboundary issues, climate change, issues between Kurdistan and Baghdad gov’ts).

1. For each Objective, fill up this table:

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| **Objective:** Improve water quality of Kurdistan’s local rivers and waterways | | | | |
| **Campaigns to be implemented to achieve it** | **Outcomes after Year 1** | **Outcomes after Year 2** | | **Outcomes after Year 3** |
| **Clean Waters Campaign** | Outreach environmental educational programs/materials developed that include videos, publication, workshops, and cultural activities. | Clean-up projects completed with community endorsement and involvement and with combined educational activities for K-12, government stakeholders, media, community leaders. | | Clean up projects starting to be lead by community leaders/future waterkeepers/water advocates that are locally based. |
| ***Objective:*** *Increase understanding of about water resource problems we face (declining water resources)* | | | | |
| **Flowing Waters Campaign** | Endorsements obtained for the campaign by high-profile community and cultural leaders | | Increased dialogue between communities and authorities thru organized joint workshops and seminars. | Policy-makers able to make better decisions about the management and use of water because they have more information from diverse sources including NGOs and communities. |
| ***Objective:*** *Increase coordination and networking between groups working on local issues with groups and issues that are regional and/or global (transboundary issues, climate change, issues between Kurdistan and Baghdad gov’ts).* | | | | |
| **Water Rights Campaign** | Media interviews and events completed and calls for participation initiates the campaign | | Government informed about people’s struggling with water contamination. | Public participation programs and engagement of the public in environmental protection decision-making is more fully accepted. |
| Clean up projects completed with local endorsements | |  |  |

**Action Plan:**

Re-arrange some actions listed above in a detailed Action Plan for Year 1 (See attached document)

**Internal organization of the WG**:

**Describe: how your WG needs to organize itself and assign responsibilities to members in order to implement the plan; how often and where you will meet; how you will take decisions (e.g. majority voting? consensus?); how you will communicate internally and externally; how you will recruit new members.**

A working group is a great place for discussing how different practices, processes and framework/tools could be used to solve environmental problems. We always produce action items at our meeting, and these often aim at investigating some area with environmental problem and coming up with a concrete plan to be shared at the next meeting. Important issues start to be addressed from the members of working group through discussing and determining the environmental issue then we will make a decision, we will communicate internally by sending a regular update to our working group members, which can be as simple as an email, text message, voice message, Skype, phone call, and the easiest way is Facebook, messenger group.

We will also hold joint meetings with other groups; make direct contact with members; mentioned and encourage participating in our working group at meetings of other organizations during announcements and activities, where we will recruit new members, and we will also try and attract new members through newspaper articles, website, social media.

**Alliances to be built with other actors in the same field:**

We can find other NGOs through working group activities on issues that attract new people to participate. We can also identify and connect to other individuals and groups through social media, newsletters, our websites of our working group members, and direct one-on-one contact through outreach meetings.

**Outputs/outcomes/impact to be produced by the project**

We expect that once accomplished the activities of your working group will produce the following evidence:

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| Intervention logic | Indicators | | | | Baseline (2016) | | Targets (July 2018) | Targets (July 2019) | | |
| Joint initiatives taken by 10 working groups of CSOs and unions, activated and trained in Kurdistan and the rest of Iraq, producing progress in democratic governance, human and environmental rights | Number of activists (disaggr. Men and women) and CSOs involved in WG | | | | Zero | | at least 20 activists | at least 30 activists | | |
| Number of publications produced by the WG | | | | Zero | | at least 6 publications | at least 9 publications | | |
| Number of people (disaggr. Men and women) involved in activities of the WG | | | | Zero | | at least 200 persons | at least 300 persons | | |
| Supporting joint work by CSOs, including unions, in sectorial working groups led by youth, focusing on five human and environmental rights issues chosen to promote non-divisive ideas and overcome conflict | | Number of men and women who feel they are personally bringing change through the WG | | Zero | | at least 75 activists | | At least 100 activists | | | |
| Number of legislative changes or consequences of the WG action | | Zero | |  | | At least 1 legislation | | | |
| Promotion of democratic governance and social cohesion in Iraq by improving coordination and empowering direct action of youth within local CSOs, to advance peacebuilding | | | \*Number of young leaders (men and women) who lead civil society campaigns at a regional/national level | | 1 person | At least 3 men & 2 women | | | At least 5 men & 3 women | |
| \*Level of satisfaction of CSOs on the power of civil society to produce social change in human and environmental rights | | Very low (aver-age 1 in a scale from 1 to 5) both for men and women | Low (average 2 in a scale from 1 to 5) both for men and women | | | | Medium (average 3 in a scale from 1 to 5) both for men and women |