

Norwegian Church Aid Democratic Republic of the Congo Strategy

2016-2020



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Strategy 2016-2020

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List of abbreviations

ACT	Action by Churches Together
ADEPAE	Action pour le Développement et la Paix Endogène
ADIPP	l'Action de Développement Intégré pour la Promotion Paysanne
ASAF	Association Santé Femme
AFEM – SK	Association des Femmes des Médias du Sud-Kivu
ASEFM	Action Socio Économique en Faveur des Femmes Marginalisées
ASPFA	Action sociale pour la promotion de la femme africaine
ASPLC	Action Sociale pour la Promotion des Laisses pour Compte
CELPA	Communauté des Églises Libres de Pentecôte en Afrique
CEPAC	Communauté des Églises de Pentecôte en Afrique Centrale
CERF	Central Emergency Response Funds
CBO	Community based organisation
CO	Country Office
CoC	Code of Conduct
DCA	DanChurch Aid
DRC	Democratic Republic of Congo
ECC	Église du Christ au Congo (Protestant Church Council)
ECHO	The European Commission's Humanitarian aid and Civil Protection department
ECI	Eastern Congo Initiative
ETN	Équipe d'Éducation d'Encadrement des Traumatistes de Nyiragongo
FBO	Faith Based Organisation
FCA	FinChurch Aid
FDLR	Forces for the Liberation of Rwanda
FIAC	Fédération des Initiatives en Actions Communautaires
GBV (SGBV)	Gender Based Violence / Sexual and Gender Based Violence
HAP	Humanitarian Accountability Partnership
ICCO	Interchurch organization for development cooperation
IDP	Internally displaced people
IGA	Income Generating Activity
INGO	International Non-Governmental Organisation
IPS	Provincial Health Authorities
LAV	Laissez l'Afrique Vivre
LDF	Levain des Femmes
M23	March 23 Movement
MoU	Memorandum of Understanding
MFA	Ministry of Foreign Affairs
MTR	Mid Term Review
MONUSCO	UN peacekeeping mission in DRC
NORAD	Norwegian Agency for Development Cooperation
NCA	Norwegian Church Aid
NK	North Kivu
OCHA	Office of the Coordination of Humanitarian Affairs
OPDE	Œuvre humanitaire pour la protection et le Développement de l'Enfant en difficulté
RH	Right-holder
SK	South Kivu
UN	United Nations
UNDP	United Nations Development Programme

UNHCR	United Nations Refugee Agency
UNICEF	United Nations Children's Funds
WASH	Water, Sanitation and Hygiene
WCC	World Council of Churches

Executive summary

NCA DRC is entering a new strategic period from 2016-2020. Work over the previous programme period has situated the country office (CO) in a strong position to build upon major increases in organizational capacity and programmatic success that provides for a strong foundation for achieving the goals outlined in the following strategy.

Eastern Democratic Republic of Congo continues to be defined as a conflict/post-conflict setting that is marked by insecurity and instability. Despite continuing efforts to bring peace the weakness of state institutions and poor governance are generally identified as the root causes of instability. An inability to demobilise armed groups and stabilize the region has resulted in rural populations being displaced, nearly 636,000 in North Kivu alone as of July 2015. With many living in IDP camps, the situation has ex-acerbated problems with the provision of essential WASH services, which were already inadequate due to poor infrastructure, and created a context of urgent need.

Women and girls are greatly affected by both the on-going conflict and gender-based inequalities in their communities, and are often victims of GBV. High poverty levels and illiteracy rates, combined with social norms that are not conducive to gender equality, are among the main factors contributing to the exclusion of women from decision making processes. While legal frameworks and intention exists to change social norms, the implementation of laws and rights at the local level is lacking.

NCA DRC has chosen three programmatic themes for the new strategic period; Gender based violence, Peacebuilding, and WASH. The long-term changes we wish to see from the implementation of these programmes is a reduction of GBV, that target communities experience constructive inter- and intra group relations, and that rights holders access and use sustainable WASH services. Transitioning from the previous strategic period NCA DRC is able to capitalize on existing partners, projects, experience, and lessons learned, while implementing programmes that are relevant to the context of Eastern DRC. Programme selection correspond with existing MFA funding agreement for the Thematic Programme on Reduction of Gender Based Violence in Conflict and Post-Conflict settings (QZA-15/0200) as well as other donor agreements and NCA global strategies.

NCA DRC is uniquely positioned to contribute to the desired changes through its longstanding experience in the region, improved organizational capacity during the last programme period, strategic partnerships with faith based, civil society and media organizations, and existing and planned interventions that are based on proven methods and results.

1. Context analysis

In spite of continuing efforts to bring peace to the Democratic Republic of Congo (DRC) the situation remains unstable in the eastern region. The weakness of state institutions and poor governance are generally identified as the root cause of this instability. On the other hand, the defeat of the M23 and the signature of the Addis Ababa peace framework agreement in 2013, military operations against armed groups and the on-going decentralization and electoral processes are significant steps forward, although they are marked by several difficulties. Efforts are being made to increase the fight against gender-based violence (GBV) and provide adequate access to water and sanitation, which are priority areas of NCA's programme in DRC. Poverty analysis shows that in addition to the conflict, root causes of poverty include displacement and lack of access to essential services, limited income generating opportunities, and gender inequality.

Socio-economic situation

The eastern DRC, where NCA is based, is largely a rural society, with the main livelihoods being agriculture, day labour micro-businesses (for instance small scale trade). Access to services is extremely limited, with an estimated 47% having regular access to drinking water countrywide. Rural populations have regularly been forced to live in situations of displacement by successive wars and repeated clashes between the regular armed forces (FARDC) and rebel groups, leaving them with limited means to meet their basic needs. In July 2015, nearly 636,000 people were displaced in North Kivu province alone, out of which 66% were living in host families and 34% in internally displaced persons (IDP) sites. For this reason, large segments of the population are excluded from actions promoting poverty reduction and improved quality of life, as their basic needs in shelter, food security, health, water and sanitation are not fulfilled. On the contrary, this situation is contributing to increase the divide between rich and poor, which further aggravates the resurgence of conflicts. Women and the youth are particularly affected by conflict, in addition to other vulnerable groups.

Women and girls are greatly affected by gender-based inequalities in their communities and are often victims of GBV. A recent survey showed that 49% of women had experienced sexual violence in a domestic context in North Kivu, while 22% of women and 10% of men were victims of sexual violence specifically related to conflict. High poverty levels and illiteracy rates, combined with social norms that are not conducive to gender equality, are among the main factors contributing to the exclusion of women from decision making processes. As stated in a baseline study commissioned by NCA in 2014, supporting responses is important but knowledge needs to be increased at all levels, including rights holders and duty bearers, as this will also help addressing the issue of social norms and attitudes towards gender equality and GBV.

DRC has ratified a number of international and regional mechanisms in favour of gender equality, including the Convention for the Elimination of All Forms of Discrimination Against Women (CEDAW) and the UN Security Council Resolutions (UNSCR) 1325 and 1820. DRC also has a range of policies in place related to GBV, including the revised laws against sexual and gender based violence from 2006 and the National Action Plan on UNSCR 1325. However, the application of these mechanisms is challenged by corruption, limited capacity of legal system and lack of political will.

The youth in Eastern DRC are struggling with a high rate of illiteracy, lack of opportunities obtain employment or other economic opportunities such as agriculture and micro-businesses and a limited voice within their communities. This makes them highly vulnerable to resort to criminality, enrolment in armed groups or susceptible to political manipulation. There is a need to increase the youth's life opportunities through vocational training and economic empowerment initiatives.

State's institutional capacity

The democratization process initiated in 2006 has been characterized by the revision of the Constitution and the lack of credibility and transparency of the 2011 elections. The current electoral cycle, which should lead to presidential elections in the fall of 2016, is already showing signs that the majority led by President Kabila has not given up on its intentions to remain in power for a third term, which is against the Constitution. The ongoing electoral process is already tarnished by the lack of political will and a calendar that is perceived by most as being unrealistic. In January 2015 the government failed to amend the electoral law following widespread protests, which resulted in 42 deaths and the restriction on the use of internet, social media and mobile phones. The uncertainty surrounding elections increases tension and uncertainty among the general population something which was greatly increased by the communication shutdown. For NCA this also has the potential for disruption of programme activities through increased insecurity, demonstrations and limited communication.

Most State institutions are failing to offer adequate services to citizens and the implementation of the current Growth and Poverty Reduction Strategy has given mixed results thus far. According to International Alert , the prevailing method of governance in DRC – specifically clientelistic and patrimonial governance methods – has taken root as the main form of power for many decades. Current affairs are not managed by state institutions but by patronage networks. This method of governance produces weak and dysfunctional state institutions, leads to the implementation of tailor-made laws for the ruling and economic elite, and restricts any possible accountability on behalf of the elite for the Congolese people. At the same time, it induces a feeling of mistrust and defiance towards the authorities, who become less and less engaged with citizens in the dynamics of accountability. Despite this situation, the experience of NCA is that people are eager to participate in governance when given the opportunity, as for instance through REFLECT open circles, where local authorities and rights holders sit together to discuss identified issues.

The State has been unable to restore security in Eastern DRC since the end of the last war in 2003. The optimism that followed the defeat of the M23 in late 2013 has been considerably toned down by the continued presence of armed groups , including the FDLR (Forces Démocratiques pour la Libération du Rwanda) which are still resisting after a failed attempt to disarm them pacifically. Although the security situation is not having serious implications on NCA's programme in general, specific activities are at times delayed, rescheduled or changed due to localized security concerns.

Role of civil society

Civil society organizations (CSOs), faith-based organizations (FBOs) and independent media have a crucial role to play in mobilizing the population and make duty bearers accountable. However, in a climate where impunity prevails and the rule of law is challenged, promoting changes in governance and fighting against corruption, abuses of

power and other conflicts of interest are difficult. A few NCA partners are affected by this situation, particularly media organizations and those advocating for rights. In recent times, the space allocated to civil society in DRC has been shrinking as freedom of expression, and the right to information and association, are increasingly threatened by State authorities, who often resort to force to prevent any type of opposition.

FBOs benefit from a high level of legitimacy and they have a huge outreach in Eastern DRC, given the fact that the Congolese society is very religious minded. FBOs exercise their leadership at all levels of society, and they have the capacity to advocate and mobilize people to claim for their rights. They are deeply rooted in communities that are vulnerable to injustice and they can contribute to positive change. A large number of health and educational institutions and schools are also run by FBOs in the Kivus, which demonstrates their capacity to supplement Government's efforts in the provision of services.

As stated in the NCA GBV baseline study mentioned earlier, a strong civil society is a prerequisite for social justice, democracy development and good governance. In spite of the challenges posed by the current state of governance in DRC, the strengthening of civil society remains essential to raise Congolese citizens' awareness on their rights and duties, and promote good governance. Despite their generally high standing in the communities, it should be noted that both CSOs and FBOs can be used as political instruments, and NCA is attentive to this in partner relations.

Conflict analysis

According to Alert International , the underlying structural causes of conflict in Eastern DRC are generally linked to four main aspects: power (patrimonial governance at all levels); land (structural land-related insecurity); identity (dynamics based on ethnic identity); and insecurity (long-term violence, weakness of the national army and the presence of many armed groups). The same conclusion appears in other analyses, including the ISSSS 2013-2017 and conflict analyses conducted by NCA in Minova (South Kivu) and Masisi (North Kivu). These structural causes of conflict are deeply interconnected and rooted in Congolese history.

Access to political and customary power, combined with access to land and natural resources, are major causes of conflict. Actors are both internal and external, including tribal militia and ruling elites originating from Tutsi, Hutu, Hunde and Havu ethnic groups, military officers, wealthy landowners and government officials. Political and customary powers are generally concentrated in the hands of local elites backed by national and international economic actors, and conflicts are often around mining and other natural resources. This is the case in South Kivu, where conflict related to mining resources is occurring in areas where some of our partners are intervening. In order to consolidate their power and achieve a certain level of legitimacy, local elites make use of existing tensions between communities or ethnic groups to reach objectives that are supposedly in the interest of the community. The violence and endemic insecurity that have been ongoing in Eastern DRC since 1994 further exacerbates the conflict dynamics, as illustrated by the weakness of the national army and the persistence of armed groups.

As pointed out in the conflict analyses carried out in Minova and Masisi, local capacities for peace, such as mediation committees and the inputs of churches in the peacebuilding process exist and can be strengthened through awareness raising, training (e.g. conflict resolution, Do No Harm, REFLECT, advocacy) and programming activities in GBV, WASH and peacebuilding.

2. Lessons learned

Several evaluations of the previous programme period found the use of the **REFLECT method**, particularly the open circles and the space they create for interaction with authorities, is working well and has good acceptance from the partners and participants. It is also a good vehicle for creating synergies between the partners, from the training phase to experience sharing, as well as between the thematic programmes. Based on these recommendations and internal assessments, NCA DRC intends to increase where and when the method is used, including within faith communities.

Another strength identified is NCA DRCs **capacity to mobilise faith-based actors** through the Tamar campaign. Tamar campaign is a multi-faith initiative that uses studies based on sacred texts to promote positive masculinities and gender equality. Increased focus is laid on them in the new programme period, particularly in building their organisational capacity as interfaith platforms to truly contribute to significant change in DRC.

Increased **monitoring and documentation of results**, particularly on high-risk projects would most probably have led to improved documentation of results as well as prevented some of the challenges. NCA DRC has greatly increased its capacity, are developing better PMER systems in 2015 with the support of an advisor position.

Other key lessons learned include that **adequate human resource capacities are fundamental to achieve good results** and that close support from HO during periods of staff turnover is essential. NCA DRC has improved its human resource capacity and systems significantly during the previous programme period, which has decreased the COs vulnerability for staff change-over and absence, and has improved the capacity to provide close support to partners. Within WASH there is benefit to working together with surrounding communities when implementing WASH programmes in IDP camps. It is also beneficial to utilize local resources during construction to further improve social cohesion between camps and surrounding communities.

3. Geographic focus

NCA's geographic focus areas

NCA works in the provinces of North Kivu (NK) and South Kivu (SK), in the east of the Democratic Republic of Congo and currently has a country office in Bukavu, a field office in Goma and satellite bases in Masisi (NK), Rutshuru (NK) and Minova (SK).¹ In SK NCA supports projects in the territories of Bukavu, Kalehe, Walungu and Kabare, and in the territories of Goma, Rutshuru and Masisi in NK. The table in annex 1 shows which localities have been selected within these territories, and their status related to open and underlying conflicts. The choice of localities might shift in the future depending on the criteria outlined below. Annex 2 maps locations and programme areas.

Criteria used for geographic selection

NCA DRC concentrated its geographic focus during the previous strategic period to increase both the effectiveness and efficiency of its work, this resulted in the reduction of two geographic areas, Uvira and Mwenga territories. Geographic concentration means that the time for transport is limited and monitoring can be done more frequently. This has increased efficiency and effectiveness both with regards to financial and human resources. The current selection is based on the following criteria:

1. Needs of the community
2. Humanitarian access
3. Presence of partners
4. Opportunities for synergies between projects and programmes

The target groups for the programme are vulnerable men and women in the provinces of North and South Kivu. More specifically, the programme will give special attention to GBV survivors, IDPs, indigenous peoples and at-risk youth.

Given the on-going conflict in the region, NCA DRC gives particular focus to conflict sensitivity and the way intervention influence conflict dynamics. NCA has chosen a combination of emergency/high risk areas, and development/medium risk areas. This geographic portfolio provides flexibility; when the humanitarian space is limited or non-existent in certain areas due to the security situation, we can increase efforts in other areas. This is particularly the case in North Kivu (Masisi and Rutshuru territories). In medium risk areas NCA can test and develop methods, such as REFLECT and Wezesha (micro-credit), and work with a long-term approach.

Particular attention has been given to selecting geographic areas with potential for increased synergies with partners. This is the case in Bukavu, Walungu Kalehe, Goma, Nyiragongo and Masisi where partners under all three programmes (WASH, GBV and Peacebuilding) are present (see also annex 2). In Rutshuru we currently only have one WASH partner but a joint WASH/GBV programme is planned for start-up in 2016.

¹ NCA DRC is during the strategic period 2016-2020 considering opening an office/ having an officer based in Kinshasa for close follow up of advocacy work. It is envisioned that this can be done together with ACT Alliance (the officer being based in the office of a sister organization).

4. Theory of Change for NCA DRC

NCA DRC's long-term country goal is **a non-violent and respectful community that allows women, men, girls and boys to claim their rights**, relating to the NCA global vision **"together for a just world"**. The two overall preconditions identified as necessary to achieve this goal are:

1. Social norms encourage participation of women and promote gender equality;
2. Target communities experience constructive inter- and intragroup relations.

Full ToC maps, with different pathways identified as necessary to reach these, illustrated in a way that links them to the results framework and its specific outcomes is available, but not included as an annex due to limitations on space.

In order to achieve **change in social norms relating to women's participation and promoting gender equality**, which is fundamental considering that women are particularly vulnerable in DRC due to patriarchal norms and on-going conflict, NCA will work to obtain the following preconditions:

- Social norms condemn GBV
- Duty bearers condemn GBV and uphold women's rights
- Women participate effectively in local governance processes
- Women have knowledge of their rights and how to claim them
- Safe and sustainable access to water and sanitation facilities.

Of these, NCA will address the question of access to water and sanitation facilities through the WASH programme, and the remaining through the GBV programme. There are significant links to the peace programme with regards to social norms condemning GBV.

Rape is used as a weapon of war and has affected women specifically. GBV is common, with high birth rates and elevated levels of maternal mortality further increasing risks for women. In addition, women have limited opportunities due to lower levels of education and access to resources than men. Social norms, particularly on women's roles, contribute to unequal gender relations and influence attitudes and behaviour. A necessary precondition for **changing social norms and the promotion of women's participation and gender equality** is an increased **knowledge of women's rights and how to claim them**.

Women's **confidence and empowerment** is identified as a necessary precondition for promoting women's rights. Economic empowerment of women has been found to drastically reduce cases of GBV globally.² If a woman is able to provide for herself and her family, potentially through improved livelihood resources, education and business skills, and access to micro-credit, she will increase her possibility have time and confidence to be an active citizen. Another necessity for empowerment is **safe access to WASH** facilities. Without access to appropriate and adequate WASH services significant time and energy must be dedicated to these essential tasks. This not only poses health risks, but

² Bill and Melinda Gates Foundation, *Why Economic Empowerment Is Key to Reducing Violence Against Women*, 2012, <http://www.impatientoptimists.org/Posts/2012/12/Why-Economic-Empowerment-Is-Key-to-Reducing-Violence-Against-Women#.VVrgH-ucJUQ>

security risks as well, particularly GBV as women and girls are forced to travel long distances at times to access water or sanitation exposing them to high security risk. Local authorities and provincial government are duty bearers who are responsible to provide such access and services.

NCA works strategically with duty bearers such as local formal or traditional authorities, to ensure that they work to uphold women's rights and condemn GBV, to increase the potential to create lasting, sustainable change. Further, **Women's effective participation in local governance processes** is assumed to contribute to changing social norms because women will put GBV on the agenda with decision makers and claim the right to protection, participation and prevention. Women's increased empowerment and participation are also assumed to positively influence gender power relations and gender equality.³

Being exposed to GBV greatly reduces self-esteem and the ability to function and participate in society. Survivors of sexual violence are particularly vulnerable and often excluded due to misconceptions and stigma. **Reintegrating survivors** has great benefits for the individual women supported, but also has the potential to reduce stigma and change the norms where the survivor is blamed instead of the perpetrator. This is an important step to changing social norms related to gender equality in general.

In order to achieve the second key precondition: **target communities experience constructive inter- and intragroup relations**, which also mutually reinforces the first, NCA will work to obtain the following preconditions:

- Social norms condemn violence
- Non-violent tools and mechanisms are used to resolve conflicts
- Duty bearers take actions against driving forces of conflict
- Minority groups' rights are upheld.
- Youth at risk are reintegrated

NCA will address these pre-conditions through the Peacebuilding programme⁴; however there are strong synergies with the GBV and WASH programme, particularly with regards to the re-integration of at-risk youth, and the rights of minority groups (in particular indigenous peoples).

The first precondition necessary to achieve constructive inter and intragroup relations is to **change social norms to condemn violence**. In settings with long-term conflicts, the use of violence is often normalized, and changing these norms is vital to ensure long-term change. Social norms on the use of violence are also important with regards to reduction of GBV, which closely related to this, the use **non-violent tools and mechanisms to resolve conflicts**. Considering the social capital religion and FBOs have in DRC, NCA is well placed to play a role in conflict resolution.

In order for **duty bearers to take actions against driving forces of conflict**, pressure from their constituents is necessary. It is assumed that if the population know their rights it is more difficult for duty bearers to abuse their power. In the first stages of a more developed programme on peacebuilding, NCA DRC has identified **supporting mi-**

³ NCA GBV Framework 2014-2017, p. 55

⁴ While some activities are ongoing, the peacebuilding programme will be further developed in 2016. See chapter 6 for more explanations.

nority groups, specifically indigenous peoples, to be accepted in the communities and claim their rights as an area where NCA has an added value. Conflicts are more likely to be resolved if there is **good governance**. Promoting good governance is pivotal to building peace in the region and the promotion of good governance should be led by civil society, social movements and the promotion of women leaders.⁵ Strengthening democratic and transparent ways to resolve issues before they escalate to conflicts is an integral part of non-violent mechanisms to resolve conflict.

NCA has identified **reintegration of youth at risk** as essential in order to arrive at constructive inter- and intragroup relations on a community level. This is particularly true considering that youth will be the leaders of the next generation. Reintegration of vulnerable young men and women is assumed to prevent their (re)recruitment to armed groups, perpetuation of violent behaviour patterns and involvement in petty crime/organised crime or prostitution. The presence of young role models actively influencing peers to restrain from engaging in violence is seen as an important contribution in decreasing youth's propensity to engage in violence.

NCA's added value in implementing this programme is the broad and long standing partner base including FBOs, CSOs and relationships with government and local authorities. Our strong relationship with FBOs not only differentiates NCA but is seen as effective as FBOs are potential change agents within their communities.

Given the needs, the theory of change and a reflection on our added value, NCA has chosen to implement three programmes in the DRC: Gender Based Violence, Peacebuilding and WASH. These programmes will cover most of the elements recited in the theory of change; however there are assumptions of other actors' intervention in areas such as security (in particular the government army and MONUSCO).

⁵ International Alert, Beyond Stabilization: understanding the conflict dynamics in North and South Kivu, Democratic Republic of Congo, February 2015, p,45

5. Strengthening civil society

Working strategically with civil society

NCA believes that working with local and national partners is key to ensure sustainable development with national ownership of results and locally adapted solutions. While elements of the projects in DRC could have been done through local contractors rather than civil society, NCA believes this would have led to limited results. Civil society actors have a greater potential to mobilise the women to claim their rights themselves. Civil society actors' permanence and integral presence in the target communities makes them trusted by rights holders and their established networks facilitate access to duty bearers. NCA works to promote synergies between different civil society actors, to cultivate this potential further during the strategy period. In particular, NCA encourages male and female faith leaders to participate in open REFLECT circles and support the rights holders to advocate for the issues they raise.

In Eastern DRC, NCA sees in particular two networks with potential to greatly strengthen the programme, and that is the FBOs through the Interfaith Platforms, and AFEM, a network of women journalists. Interfaith has the potential to reach the majority of the population considering the influential position and social capital religious leaders have in the Congolese society, as well as their access to large constituencies. With that said there needs to be particular attention paid to the ways that FBOs are currently influencing social norms and stakes/interests in local conflict to ensure that there is cohesiveness between the independent actions of FBOs and those that they would profess during interventions. They have the potential to influence duty bearers, advocate for and respond to rights holders' claims, e.g. in water supply, and positively influence social norms including GBV and hygiene and sanitation practices. AFEM reaches a much smaller community compared to the potential of Interfaith, but are on the other hand very organised and with a clear agenda. Their radio broadcasts are reaching an increasing part of the population and they effectively mobilise for change concerning women's rights.

Strengthening civil society through programme work

NCA works strategically with partners when it comes to promoting an increased space for civil society. Solange Lusiku Nsimire, the editor-in-chief of *Le Souverain* and Dr Denis Mukwege, the director of Panzi Foundation are strong human rights defenders. They have access to a large international and national audience and are not afraid to speak out for change. Through being outspoken they pave the way for others to also speak up, even if it is at a smaller scale.

NCA also works with community-based organisations, most significantly in the WASH programme, where water and sanitation management committees are supported and trained to be able to manage and maintain the infrastructure. These committees ensure sustainability of the projects, but also provide rights holders with experience in self-organization for a common good. Some of the same can be said for REFLECT, in both cases rights holders learn that they can accomplish change by working together.

Capacitating core partners as civil society actors

In 2014 NCA did a thorough assessment of all the partners and together with an external consultant carried out a mapping of capacity needs. In discussion with the partners, organisational development objectives were defined, which form part of a Memorandum of

Understanding (MoU) between NCA and its partners. The MoU represents an important tool for mutual accountability, in line with HAP standards, in which not only objectives for partner organisations were identified, but also the responsibilities and role of NCA in the partnership. One of the responsibilities identified includes the obligation to involve partners in the development of strategic plans and programmes. The MoU and specific goals identified within, set the frame for the evaluation of specific project proposals and financial agreements. In addition to the follow up of the training needs outlined in the MoUs, NCA DRC will – in the next few years - place a particular focus on partners' capacities to effectively monitor their own projects and document results. Other focus areas will be building synergies between different partner organisations to increase impact, for example through FBOs taking part in open REFLECT circles, and increasing their fundraising capacity to ensure a greater level of independence.

NCA's partner portfolio is diverse, with several partners being strong on service delivery, such as vocational trainings, REFLECT trainings or WASH; and others have capacity to influence duty bearers, in particular the Interfaith Platforms, the media and Panzi Foundation. Through implementing programmes together with partner organisations, NCA is able to facilitate linkages between these different types of actors.

A results framework for strengthening civil society as well as cross cutting themes is found attached as Annex 4 in the cross cutting tab.

6. Programmes

The context of working in Eastern DRC, the desired change in the region and pathways to that change as mapped through the ToC and the competencies the DRC CO and its partners have led NCA to select three programmes for the country: Gender Based Violence, Peacebuilding, and WASH. The complexity of the context in North and South Kivu means that there are clear crosscutting themes throughout the different programme themes. Elements of GBV programming can be found in both the peacebuilding and WASH programmes. Conversely there are elements of peacebuilding found in GBV and WASH. The following section expounds on each programmatic theme and NCA DRC approach in these areas.

6.1. Global Programme: Gender-Based Violence

DRC has become known for its high levels of conflict-related sexual violence. Reliable data is not available, but tens of thousands of women, men, girls and boys have been raped the last two decades.⁶ A recent survey reported that 22% of women and 10% of men interviewed in North Kivu were victims of sexual violence related to the conflict.⁷ According to the United Nations Joint Human Rights Office in DRC, national and rebel forces are equally responsible, as half the number of reported cases of GBV⁸ between 2010 and 2013 were attributed to members of FARDC (national armed forces) or other state agents.⁹

While conflict is a major contributor to GBV, the same survey referenced above also showed that 49% of women had experienced sexual violence in partner relations.¹⁰ This reflects social norms that go beyond conflict, present at the household level, with potentially long-term challenges.

DRC has a range of policies in place related to GBV, including the revised laws against sexual and gender based violence from 2006. When it comes to household level, however, the policies are weak, for example DRC does not explicitly criminalise marital rape.¹¹ Implementation of existing policy is lacking, and Human Rights Watch point to corruption, limited capacity of legal system and lack of political will as some of the reasons behind.¹² Recently there has been an increase in rape related arrests and prosecutions, but

⁶ Human Rights Watch, Democratic Republic of Congo: Ending Impunity for Sexual Violence. New Judicial Mechanism Needed to Bring Perpetrators to Justice. June 2014
http://www.hrw.org/sites/default/files/related_material/DRC0614_briefingpaper_brochure%20coverJune%209%202014.pdf

⁷ Sleggh, H., Barker, G. and Levtov, R. Gender Relations, SGBV and the Effects of Conflict on Women and Men in North Kivu. Washington, DC, and Capetown, South Africa: Promundo-US and Sonke Gender Justice. May 2014.

⁸ Gender-based Violence is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females. NCA Thematic Programme on reduction of Gender Based Violence in Conflict and Post-Conflict Settings 2014-2017

⁹ European Parliament, Sexual violence in the Democratic Republic of Congo, November 2014
<http://www.europarl.europa.eu/EPRS/EPRS-AaG-542155-Sexual-violence-in-DRC-FINAL.pdf>

¹⁰ Sleggh, H., Barker, G. and Levtov, R. Gender Relations, SGBV and the Effects of Conflict on Women and Men in North Kivu. Washington, DC, and Capetown, South Africa: Promundo-US and Sonke Gender Justice. May 2014

¹¹ Sonke Gender Justice, Policy Report: Engaging Men in GBV and HIV prevention, SRHR promotion and parenting Democratic Republic of Congo, 2013. <http://www.genderjustice.org.za/publication/policy-report-drc/>

¹² Human Rights Watch, Democratic Republic of Congo: Ending Impunity for Sexual Violence. New Judicial Mechanism Needed to Bring Perpetrators to Justice. June 2014

the majority still remain unpunished. In 2014, the President appointed a special advisor on sexual violence and child recruitment, and in August 2014 the government launched a comprehensive action plan to tackle sexual violence by soldiers.¹³ While there are positive signs regarding GBV policy, it remains a core issue in Eastern DRC with need for increased advocacy, influence, and programmatic focus; this is especially true at the local level

Programme goal and theory of change

The desired change for the programme is to see **a reduction in gender based violence**. This change will occur by ensuring the following (mutually reinforcing) preconditions are in place:

- i. **Social norms condemn GBV.** Social norms influence behaviour directly, but also influence the anticipated consequence of behaviour and the value attached to it, and the development of behavioural patterns.
- ii. **Duty bearers take concrete actions to uphold women's rights and condemn GBV.** Impact of the planned programme depends in part on facilitation from and/or active involvement from authorities on different levels. In fragile, conflict ridden contexts it can be very challenging to mobilise the authorities to play this role, however NCA has seen positive results in the past, particularly at community level.
- iii. **Increased participation of women in decision making processes at local levels.** While social norms related to GBV are an important predictor of GBV, broader gender norms related to gender equality and gender power relations also influence the level of GBV. Participation of women is key to the overall reduction of GBV through being positive role female models for gender equality, and by

Programme description

In order to change social norms, the programme will focus first on women, men, girls and boys' knowledge of their rights, and how to claim them (for instance through the media, or dialogue with duty bearers). It is however equally important to train duty bearers to ensure that they know their responsibilities. When women become more independent or claim their rights they are at risk of increased domestic violence, and therefore equally important to work with husbands to accept the advantages of more equal relationships. An example of this work is the Tamar campaign initiated by the Interfaith platform, which promotes gender equality, women's rights and positive masculinities. There is a strong interrelationship that exists between the social norms condemning GBV and violence in general as defined through the peacebuilding programme.

Ensuring that duty bearers take concrete actions condemning GBV requires a collaborative effort at the community level by civil society and faith based actors. By creating a space for dialogue with duty bearers through for instance radio listening clubs and REFLECT open circles, concrete action plans can be formulated on how to improve gender relations and condemn GBV at the local level. Since the action plans are signed it increases the chances that duty bearers will deliver, and facilitates for civil society actors, including religious leaders, to hold them accountable. Duty bearers are further influenced by independent media like Le Souverain and AFEM who act as watchdogs. Through part-

¹³ Slegh, H., Barker, G. and Levtov, R. (2014)

nership with the IPS, NCA is building the capacity of the government to provide improved mental health support, facilitating duty bearers' provision of support services for survivors.

The logical pathway to reach women's participation includes again, the knowledge of and capacity to claim rights, for instance to hold positions traditionally reserved for men. Confidence and capabilities are boosted through empowerment, by being able to read and write and having income generating opportunities (which NCA supports for instance through Wezesha micro-credit). NCA's added value in this pathway includes both building the capacity of rights holders to understand and exercise their rights through the REFLECT programme and empowering female change agents. This is accomplished through radio listening circles (AFEM) and *Le Souverain*, which build the capacity of women to be advocates and promote female leaders and role models. NCA uses WASH services as an entry point, ensuring equal participation of men and women in committees on Water and Sanitation

The re-integration of GBV survivors is important to achieve both a change in social norms and increased participation. Empowerment of survivors ensure that also this group is represented, and sends a message to society that they are equal and valuable members of society despite the trauma they have experienced., The re-integration will be achieved through safe access to adequate and appropriate services including medical and psycho-social support. Literacy training, livelihood skills and knowledge of their rights also contributes to their reintegration through increasing their self-esteem and potentially making them less dependent. The ability to contribute to the community increases their chances to be accepted. The transit centres Maison Dorcas and Lydia provide protected spaces for this type of support. To ensure the availability of psycho-social support in the communities, NCA will continue the successful collaboration with Panzi and the IPS to train health workers on mental health.

The results framework for the GBV programme can be found in Annex 5.1, the GBV results framework.

6.2. Global Programme: Peacebuilding

Needs analysis

Eastern DRC continues to be characterised as a conflict/post-conflict setting with chronic insecurity and more than 34 active armed groups operating in North and South Kivu¹⁴¹⁵. People live in fear of violence on part of these groups or the Congolese security forces, which require many individuals and families to organise their lives around avoiding violence, rather than developing themselves and their communities. This is particularly true for women, who face structural gender inequality and GBV that are exacerbated by the conflict. As a consequence of long term and wide spread conflict, violence has been increasing normalised causing the threshold for resorting to violent means to resolve conflicts to be lowered. This also extends to the household level where domestic abuse is common. While local traditions and mechanisms for conflict prevention and transformation exist, they have been overwhelmed by the magnitude of the conflicts, and this leaves many communities without structures which can address conflicts at an early stage.

According to NCA's conflict analyses done in Masisi and Minova, power, land rights, and identity are key underlying factors of the conflict. Duty bearers are able to abuse their power partly because the population is not familiar with their rights or the law, or the responsibilities of the duty bearers. The land rights issue is additionally complex since that modern and customary legislation are both considered valid,¹⁶ despite them often being contradictory, which contributes to impossible court proceedings. Identity also plays a major role in conflict as local elites mobilise support along ethnic lines and frame conflict in terms of ethnicity.

Children and youth are greatly affected by the violence in Eastern DRC. Boys and girls are regularly recruited as soldiers or take on other roles in armed groups. Youth struggle with a high rate of illiteracy, lack of economic opportunity and a limited voice within their communities and peace processes, all of which contribute to push some youth to join armed groups. The presence of armed militia and former soldiers who have gone through weak demobilisation and reintegration processes increases the risk for outbursts of violence. Indigenous peoples (IP) are also affected by the struggles related to identity, land and power. Limited voice, lack of economic opportunity, and high illiteracy rates of minority IP make this group particularly vulnerable. These deficits contribute to the stigmatisation, exclusion, and low self-esteem among minority groups, and are driving conflicts and misunderstandings between them and the majority Bantu culture in Eastern DRC.¹⁷

Programme goal and theory of change

¹⁴ Christoph Vogel, accessed May 20, 2015, <http://christophvogel.net/mapping/>

¹⁵ A map of current armed groups is attached as annex 9

¹⁶ International Alert, *Beyond Stabilization: understanding the conflict dynamics in North and South Kivu, Democratic Republic of Congo*, February 2015, p,32-33

¹⁷ Norwegian Church Aid, *The Right to Human Dignity, A participatory Assessment of Indigenous Peoples Needs in North and South Kivu*, March 2014

The desired change is that target communities experience constructive inter- and intragroup relations. This change will occur when the following preconditions are in place:

- i. **Social norms condemn violence:** If people consider the use of violence as inappropriate and socially sanction the use of violence, this will inhibit violent behaviour and contribute to more constructive inter- and intragroup relations. It is also assumed to influence the level of GBV. Domestic violence tends to spill over into intergroup violence, as children from violent homes are at risk of leaving their families to join armed groups. Equally, high levels of group violence tend to spill over into the domestic sphere. Addressing social norms related to violence in a holistic way is therefore important, as intergroup and gender based violence are highly interdependent and mutually influence each other.
- ii. **People to use non-violent mechanisms and tools to resolve their conflicts and claim their rights.** If people themselves resolve interpersonal conflicts with peaceful means and actively use local structures for conflict prevention and resolution, this will contribute both to prevent and resolve intra- and inter community conflict, by addressing conflict at an early stage, and facilitating solutions that are rooted, culturally attuned and perceived as legitimate.
- iii. **Duty bearers take action to address key driving factors of conflict.** If duty bearers address the driving factors of conflict, this will eventually slow down intra- and intergroup conflict dynamics and open a space for local capacities for peace to build intra- and intergroup trust.
- iv. **At-risk youth are (re)integrated in community.** If at-risk youth are reintegrated in community, this will lower the risk of this group being (re)recruited into armed groups or groups instigating conflict between ethnic groups/communities.
- v. **Minority groups' rights are respected.** If minority groups' rights are respected, this will decrease the level of tension between minority and majority groups and increase minority groups' protection.

Programme description

reintegration of at-risk youth and women's participation in peacebuilding; the latter component is a crosscutting theme within the current GBV programme. In 2016 NCA DRC will develop the peacebuilding programme further, continuing with the current focus areas, but adding selected elements in order to increase the impact of the programme. Current programme components are described below, and address several of the preconditions in the theory of change:

- a) **Reintegration of at-risk youth:** NCA and partners will provide young women and men at risk with a holistic vocational education lasting 12 months, and including internships in local businesses (such as hotels, carpentry, beauty care, and private enterprises), literacy and numeracy training, training in life skills and civic education, in addition to provision of psychosocial support and awareness raising on gender equality. Market analysis is used to decide what type of vocational education is relevant to offer, and care is taken to ensure that both women and men feel free to choose gender atypical professions. NCA's partners have good networks in the youths' local communities, and are well-placed to select participants in a conflict sensitive way, and to follow up youth after they finish their vocational education.
- b) **Empowerment and mobilisation of minority groups:** The experiences from the past strategy period on empowerment and mobilisation of rights holders will be built upon to develop a programme specifically targeting indigenous people. The Reflect

curriculum will be adjusted and the Reflect method used to train indigenous men and women in basic literacy and numeracy, and in raising awareness on their rights.

- c) **Mobilisation of religious leaders:** NCA DRC has facilitated the establishment of interfaith platforms in 2 provinces and multiple localities. These platforms consist of male and female religious leaders. They have until now mainly worked on changing social norms related to gender, but have also in specific cases taken on an advocacy role on peacebuilding issues. Religious leaders are important role models and have substantial moral authority, and can therefore be key actors in changing social norms, but also give weight to right holders' rights claims and directly lobby duty bearers. NCA and the interfaith platforms have agreed to will develop the collaboration with the in 2016, focussing on their role in peacebuilding.
- d) **Project Badilika:** NCA DRC is working together with Panzi Foundation to change the attitudes and consciousness of society through advocacy efforts on behalf-of the vulnerable. Project Badilika will undergo an external evaluation in late 2015 which will map out the path forward for the next strategic period.

Needs analysis

Access to safe water and sanitation services is a challenge for most of the population in DRC. Limited knowledge of positive hygiene behaviours causes lack of sanitation, poor hygiene practices and use of contaminated drinking water; all these factors result in high prevalence of diarrhoea (the third highest cause of child deaths in the country¹⁸). This situation is further exacerbated by the continuing displacement of populations in Eastern DRC where NCA is operating. Most of the displacements are in North Kivu province, which hosts one third of DRC's entire displaced population (635,922 people)¹⁹.

In rural areas of the Kivu region water resources are generally available, but the population is forced to consume water from unprotected sources (rivers, streams, lakes, swamps). This is mainly due to the lack of potable water supply infrastructure. Household sanitary standards, primary schools and even health centres, are low and often lead to disease spread. The poor level of domestic sanitation exposes the population to health hazards and, as a consequence, there is a high rate of waterborne-related diseases. This in turn reduces the population's possibility to use their resources for activities contributing to the development of their families and communities. Women and children are particularly at risk when sanitation facilities do not exist at household level, as they are forced to walk to access services in the community or even the bush risking personal security and GBV. Similarly, low levels of access to potable water leads to protection deficit, as women and girls are often victims of GBV during long journeys to isolated and insecure water points, an on-going issue²⁰.

In IDP settlement SPHERE water and sanitation standards are difficult to meet, even considering the fact that they have been lowered by the WASH cluster²¹ to match the potential for response. The sustainability of communal WASH infrastructure such as water supply schemes and institutional sanitary facilities is also challenged by a limited sense of ownership and lack of good governance. This often translates into a speedy deterioration of newly built facilities.

Programme goal and theory of change

The desired change is that **right holders have secure access to sustainable WASH services, and that they are using them appropriately**. This change will occur by making sure that the following pre-conditions are in place:

- i. **Water supply services and adequate sanitation facilities are available.** The first logical precondition to ensure access to WASH services is that they are available in the communities. Adequate specifically means that the services are of a quality, quantity and accessibility that is appropriate to the context and needs. As most areas in Eastern

¹⁸ World Bank data 2012 report 47% population accessing improved water sources and 31% accessing improved sanitation facilities in DRC. These figures are considered to be lower in many rural areas of North and South Kivu.

¹⁹ OCHA, RD Congo - Province du Nord-Kivu: Personnes déplacées et retournées au 25 juillet 2015

²⁰ GBV Program Baseline Study, NCA 2014.

²¹ For example, the NK WASH Cluster standards have been set to 10 litres of water per person (as opposed to 15 for SPHERE) and 50 people per latrine (20 for SPHERE).

DRC are underserved it is necessary that other preconditions are met in order achieve this.

- ii. Maintenance systems of WASH structures are developed and operational.** A key condition for sustainability, systems for maintenance imply participatory schemes with ownership by the local communities. This means community engagement including a desire to work on WASH related issues for overall community change.
- iii. Good hygiene practices are known, understood and adopted.** Knowledge, understanding and application of good hygiene practices with regards to public-health risks identified in the community are essential to improving the health status of the population and decreasing gender related inequalities such as maternal and infant health as well as GBV related protection issues.

Programme description

Access to water supply and sanitation facilities will be improved both through the rehabilitation of existing water and sanitation structures or construction of new structures in selected and proactive communities and households, IDP sites and public institutions such as primary schools and health centres. Often significant financial resources are required to make this possible, as WASH infrastructure can be costly (particularly water systems), in addition to necessary human and material resources. All water and sanitation structures shall be built according to international or national (cluster guidelines) WASH standards, taking into account gender considerations and physical disabilities. Key assumptions include availability of construction materials, hydraulic resources and land, as well as secure road access to project areas

The development and operationalization of maintenance systems requires the creation and training of inclusive, gender balanced management committees, community mobilization and the establishment of cost recovery schemes, including local contributions and income generating activities. Key assumptions are the desire and receptiveness of communities to engage with NCA and its partners to implement WASH interventions and the active involvement of community members, local leaders and local authorities such as the health zones, which are essential to ensure ownership and sustainability.

Hygiene practices should be adopted by right holders in households, communities, IDP sites and institutions, particularly in schools. This will be achieved through hygiene promotion campaigns and training of water and sanitation committees, school brigades and local leaders. Efforts will be made to raise awareness on the right to water and sanitation, and increase rights holders' capacity to challenge duty bearers in this respect.

It is therefore necessary to prioritise investments in cost effective and appropriate WASH infrastructure, while raising awareness on the benefits of good hygiene practices and building capacities at all levels (community, local leaders, local authorities, government) to effectively organize, manage and maintain infrastructure. NCA and national partners have gained considerable experience in the Kivu region over the past years by providing displaced populations and host communities with emergency WASH services, while providing local communities and public institutions with durable water and sanitation infrastructure. NCA and the partners will continue to play a key role in promoting good hygiene practices, building capacities and creating linkages between rights holders and duty bearers.

The results framework for the WASH programme can be found in Annex 5.3, the WASH results framework.

7. Emergency preparedness and response

Strengthening disaster response capacity

NCA and its implementing partners have a considerable capacity for emergency response in DRC, particularly with regards to WASH basic needs in IDP sites and host communities in geographic areas targeted by the programme. NCA is considered by the WASH cluster and stakeholders as being a key actor in North Kivu, following comprehensive emergency WASH interventions in more than 35 IDP sites and host communities over the past years (more than half the total number of IDP sites in NK). In this capacity, NCA has constructed or repaired water and sanitation infrastructure, promoted hygiene and built local capacities.

Currently, NCA DRC's capacity to respond to punctual, acute emergencies is more limited and depending on the scale of the emergency, support from HO will be required.

The NCA WASH team, presently composed of five people, has been strategically based in Goma in order to ensure rapid and quality emergency response in North Kivu and Minova (northern South Kivu), where most of the displacements in Eastern DRC are taking place. The posting of a WASH officer in Bukavu in 2015, as well as regular visits from the Goma staff, has increased NCA's presence and capacity to respond to emergency needs that may arise in South Kivu during this strategic period. Most NCA emergency WASH activities are implemented by experienced and trusted national partners, which have benefited from trainings and capacity building initiatives in the past. NCA will continue to support the partners in this respect, while building the capacity of its own staff in areas to be identified through appropriate capacity assessments. As has been the case in the past, the WASH programme will benefit from trainings organised by HO, the WASH cluster or other agencies, as well as guidance from HO Emergency/WASH advisors as needed.

An emergency preparedness plan will be developed in consultation with the partners and relevant stakeholders, and shared with HO before the end of 2015. The plan will address preparedness and response to both acute and protracted emergencies. Lessons learned from our previous experience will be taken into consideration, such as the importance of including surrounding communities of IDP sites among project beneficiaries in order to reduce the potential for conflicts. Further collaboration with the ACT Alliance forum will be pursued with the objective of developing common initiatives and increase our response capacity²².

All WASH activities are implemented with strong participation of women, especially through gender balanced water committees. The NCA WASH team currently has a gender balanced team with two women and three men, which is generally not the case for WASH programmes. Further, NCA DRC aspires to strengthen the synergies between protection (GBV) and WASH activities in emergencies, drawing from the experience and expertise developed by NCA and partners over the years and with support from HO. Capacity building of WASH staff and partners relating to GBV and protection issues as well as collaborating with the GBV team to see how synergies can provide added value to the programming are key aspects to develop an integrated response. WASH services provide an entry point to the whole community and could potentially be combined with further activ-

²² NCA is presently part of an ACT Appeal coordinated by the forum in response to the influx of Burundian refugees in South Kivu.

ities related to GBV and protection. Given the complexity of the DRC context, conflict sensitivity is another key consideration in humanitarian programmes. As elaborated further in chapter 10, the office already has some experience with the Do No Harm methodology, but this will be further strengthened over the coming period.

Humanitarian coordination

NCA participates actively in regular meetings organised by the North Kivu WASH cluster (led by UNICEF), IDP sites management agencies (UNHCR, IOM) and coordination events organised by OCHA. All project activities are planned, implemented and monitored in close coordination with the cluster, the site management agencies and relevant local authorities, such as the Health Zones. Coordination with the South Kivu WASH cluster will be stepped up and ensured by the WASH staff in Bukavu during the new programme period.

8. Finance and funding

Funding situation

The major donors to DRC – comprised of multilateral organisations and bilateral donor agencies – contribute 85% of the development and humanitarian assistance to the country²³. Humanitarian funding is mostly coordinated through the Common Humanitarian Fund (CHF) and the Pooled Fund. The CHF has two main allocation channels, the standard allocation fund and reserve fund for rapid response.²⁴ The current funding situation in DRC is highly competitive. INGOs in the Eastern DRC observe a donor fatigue where the envelope available for humanitarian response from large donors such as ECHO has been reduced by 21% between 2012 and 2015²⁵ despite the fact that the populations' needs remain substantial. Funding on GBV has been reduced. Several INGOs have had to close down their offices in Bukavu and Goma due to the current donor climate. The situation might change in the coming years as the country is entering a very volatile election period which may increase donor interest in the region

A key priority for NCA DRC is to diversify its funding base, as much for humanitarian than long-term development initiatives – or a combination of both, by linking relief, rehabilitation and development funding. Relations will be nurtured as much as possible with relevant strategic donors (e.g. DFID, USAID, and ECHO) and efforts will be made to increase our visibility locally, including in Kinshasa. In the last strategic period, the country programme was heavily dependent on Norwegian institutional donors. Funding has been secured through December 2017 for the GBV programme and for some activities under the peacebuilding programme; the WASH programme has secured funds until 2019 for core activities. One-hundred per cent of secured funding for 2015 is from Norwegian sources, which has allowed NCA DRC the opportunity to identify and cultivate relationships with new donors. The target for 2020 is to mobilize at least 40% of the funding from non-Norwegian sources. All programmes have the capacity to absorb the same amount of funding per year as in 2015 or more, and the WASH programme has the greatest needs due to the high infrastructure costs. The peacebuilding programme will be designed in the period 2015-2016 with the aim of securing further funding to materialize it.

NCA has signed an agreement with Norwegian Ministry of Foreign Affairs titled «Thematic Programme on Reduction of Gender Based Violence in Conflict and Post-conflict Settings» covering the period 01.06.14 – 21.12.2017 focusing on DRC, Mali, South Sudan and Somalia. Reduction of GBV in conflict and post-conflict settings is a key priority in NCA's work, and this project represents a global thematic programme on reduction of GBV. It's mainly focused and based on NCA's good results of the GBV programme in DRC, and this programme intervention further focuses on testing good practice from the DRC programme in Mali, South Sudan and Somalia.

²³ (FTS - Financial Tracking Service ReliefWeb) - <https://fts.unocha.org/pageloader.aspx?page=Profile-donorCountrylist>

²⁴ OCHA, <http://www.unocha.org/drc/financing/common-humanitarian-fund>

²⁵ Calculation based on information from ECHO, *Financing decisions (HIPs)*, pages for 2012-2015, http://ec.europa.eu/echo/funding-evaluations/funding-decisions-hips_en

Analysis of donor market

NCA's thematic priorities are in line with donor's priority. Multilateral donors' priorities are infrastructure, governance and capacity building for the public administration. Emergency donors (ECHO, Pooled Fund) focus on consequences of population displacements, protection issues and assistance in conflict torn areas. Acute emergency needs related to epidemics, malnutrition beyond emergency levels and natural disasters is also still a focus. The main bilateral contributors (UK, USA, AfDF, Belgium, EU, and Germany) are more focused on Health, Humanitarian Aid, Governance and Security, Agriculture and Food Security, Education, Water & Sanitation. A particular focus for international donors in the upcoming period is the multilateral stabilisation efforts under the UN-led International Strategy for the Support to Security and Stabilisation (I4S). Annex 6 shows a more focused donor analysis.

Programme selection based on donor market analysis

GBV: The programme already has secured funding from the NMFA. Potential for more funding from international donors with GBV as focus area (DFID, Folke Bernadotte Institute, I4S).

WASH: Funding secured from NCA unrestricted funds (telethon) and NMFA framework agreement on WASH and on GBV. Potential funding from multilateral partners such as the Pooled Fund, ECHO and USAID/OFDA.

Peacebuilding: Part of the programme has secured funding from the agreement with NMFA. Plans to develop the programme in 2015-16. Few INGOs in our intervention area work with faith actors and peacebuilding. Potential to secure funding through the MONUSCO strategy on stabilization (I4S is the main priority, while sources such as UN peacebuilding fund and Folke Bernadotte institute can be explored).

Forecasted income

The following table illustrates the funding projections for the next programme period 2016-2020. The total amount for the period is estimated at 178.5 million NOK – as opposed to 96 million in the previous period (2011-2015). A more detailed version is found in annex 6.

Year	2016	2017	2018	2019	2020	Total
Programmes	23,65	23	21	21	21	
	7,5	8,3	10,2	10,2	10,2	
	4,5	4,5	4,5	4,5	4,5	
Grand Total		35,6	35,8	35,7	35,7	35,7

9. Monitoring and evaluation

Following lessons learned during the previous programme period, there will be an increased focus on monitoring both at the country programme and partner levels. The goal is to improve coordination of monitoring activities, develop policies to guide monitoring practices and implement a mobile data collection platform to facilitate improved data quality and analysis. This will in turn streamline the reporting process for programme activities at both partner and country programme levels, with the potential for application at the NCA global level. Further, it will facilitate the close monitoring of conflict developments, how they impact partner interventions and in turn how partner interventions are potentially impacting conflict.

The programme team will conduct a minimum of three field visits per year for each partner. The monitoring schedule will correspond with key partner reporting requirements. Monitoring visits provide the opportunity to ensure that programmes are being implemented according to agreements and results are being achieved and properly documented. Further monitoring will identify any challenges faced, enabling NCA to provide adequate support and increase partner capacity to ensure quality programme delivery. All data will be gender-disaggregated. Monitoring data will be essential also in reviews of the ToC, which will be done on a bi-annual basis. Complaints mechanisms will be a fundamental component of monitoring policy to ensure the protection of rights holders and programme compliance with HAP standards.

Initially the mobile platform will be used by CO programme staff in the field, but planned workshops will build the capacity of partners to gather data themselves using mobile tools. This will allow for continuous monitoring in the event of increased security risk, allowing partners to continue regular monitoring activities even if NCA staff is unable to visit sites in person.

Several evaluations have been planned during the programme period. Some evaluations will be conducted internally, while others using external consultants. An overview of planned evaluation for the 2016-2020 programme period is found in annex 7, planned evaluations.

10. Organisational prerequisites

Required competencies:

Areas already covered: The NCA DRC office has focussed on strengthening organisational capacity in the last few years, something which has paid off and placed the office in a position to obtain good results from the programme work. As illustrated in the SWOT analysis provided in annex 7, the CO, together with partner organisations, has particularly strong competency in methods and the thematic programmes, including REFLECT, WASH, livelihoods and GBV. On GBV, the office benefits in particular from being part of the MFA GBV framework agreement, with access to competency from both a HO based GBV specialist, and two regional advisers on GBV and GBV advocacy respectively. In addition, the CO has good expertise in monitoring and evaluation, including mobile technologies. Good knowledge on civil society and methods on capacity building and support to CSOs and FBOs is also available.

Areas not currently covered: In order to support NCA partners in effective advocacy initiatives, additional skills are required in the CO. Stronger expertise in mental health and how to increase synergies between GBV and WASH would greatly benefit the programme. Increased competence on fundraising and security management are also necessary. In addition, 360 and Maconomy competencies are required to increase staff financial management capacity, language and computer skills needs to be strengthened, as well as quality assurance on HAP implementation.

Human resource needs

Most of the abovementioned competencies can be achieved within the current organisational set-up, with some additional training and support to staff and partner organisations. No recruitment of additional permanent staff is planned in the short term, although there may be a need at a later stage once the Peacebuilding programme is fully developed and running.

Training and support to staff, from HO or in specific instances through consultancies, will be needed in the following areas:

- **Peacebuilding and conflict sensitivity:** Designing a new peacebuilding programme that takes into account updated conflict analysis. Capacity building needs on RPP and DNH and mainstreaming of conflict sensitivity in the country programme. DNH and conflict sensitivity are relevant to all HR and programme areas.
- **WASH:** Ensuring strong synergies between the GBV and WASH programmes in emergencies. Capacity building in community participatory approaches e.g. PHAST, CLTS is also needed.
- **Protection and Health:** integral elements of the GBV programme require quality assurance from HO
- **IP:** with the launch of the new IP programme, some follow up from HO will normally be required
- **Advocacy:** support and capacity building on advocacy (by the regional advocacy advisor)
- **Fundraising:** Capacity building of CO staff so that we can increase and diversify funds.
- **Security management:** support from HO on security management in fragile contexts and exploring the potential for a security officer is funding allows
- **HAP:** Quality Assurance on HAP implementation

Cost effectiveness

Operational costs in DRC are generally high. This is mainly due to the high costs of goods and services, security measures and other constraints such as bad road conditions, taxes and unforeseen expenses. Salaries are very competitive and the recruitment of competent national staff is challenging, particularly at senior management level – leaving no other alternative than recruiting internationally at times. In addition to the country office in Bukavu, NCA also has a major field office in Goma and 2-3 small field bases in North Kivu (depending on the needs), which increases operational costs.

More emphasis will be given to cost effectiveness at all levels of operations and staff is already being encouraged to come up with creative ways of reducing costs. NCA is already sharing office premises and security costs at the Goma field office with Finn Church Aid and Christian Aid (both ACT members). The same approach is likely to be adopted at the country office in Bukavu within the next couple of years, with partners to be identified. Both offices already have the capacity to maintain and do small repairs on vehicles, motorbikes and generators, which help saving on maintenance costs.

Given the nature of the GBV and peace programming in particular, and the different competencies required to monitor WASH activities, the programme is fairly human resource intensive. This is in part due to the need of close follow-up and support to partners working on sensitive topics, as well as the role of NCA staff as facilitators of synergies and capacity development. Still, we see that these programmes reach far, thus being cost effective ways of programming. The Tamar campaign, for example, reaches thousands of rights holders every year, with the major input from NCA's side being the time devoted to supporting and challenging the inter-faith platform in moving forward.

11. Risk management

NCA DRC is mindful of a variety of internal and external risks that may challenge the efficacy of its work. Risks have been organised into 4 main categories:

Strategic

In 2016, early in the programme period, DRC is scheduled to hold elections. Human Rights Watch expresses unease regarding the arrests of activists in both Kinshasa and Goma as representative of a potential broader crackdown on rights as the election approaches.²⁶ There is concern of rioting and insecurity pending the election outcome. Other regional elections in Burundi mid-2015, already resulting in one coup attempt, and Rwanda in 2017 make widespread instability in the Great Lakes Region feasible. Combined with on-going corruption at lower levels of the public sector, such as police and the military, there is a risk of programme delays and interruption. There is also potential for the movement and displacement of populations in large numbers. These factors will be mitigated through planning and preparation of contingency plans) and responsiveness from both the CO and HO to minimize negative impact on NCA DRC interventions, rights holders, partners and staff. Our response to major crisis can be done through short-term emergency teams composed of national and international staff, as it has been the case the past.

Financial

Financial risks include several internal and external factors. As an example NCA DRC was singled out among NGOs by *Direction Générale des Impôts* (DGI) in 2014-2015 regarding taxation for expatriate employees, where NCA was already complying to agreed upon laws and standards. While this problem has been resolved, there is the potential for on-going challenges with authorities. The situation will continue to be monitored closely and strategies developed to minimize potential impact by the Country Representative and the Senior Management Team. Other external factors include the fluctuating exchange rate of the NOK, regional donor fatigue and a decrease in funding available from large donors. While there is a general donor fatigue, current programmatic focuses place the country office in sectors where funding has remained steady. Internally, NCA DRC is dependent on Norwegian funding (MFA, NORAD), which together with an unfavourable exchange rate has created recent budgetary challenges. In order to mitigate these funding risks NCA is working to diversify its funding base, which would lessen dependence on Norwegian donors and decrease the impact of the current exchange rate. Concurrently, improved office capacity will increase the opportunity to secure new funding sources in the new programme period. This is explored further in Chapter 8: Finance and Funding. The risk of corruption at internal level will be mitigated through the continued development of financial controls and capacity building of the finance department and SMT during the new programme period.

²⁶ DRC: Mass Arrests of Activists, March 2015 <http://www.hrw.org/news/2015/03/18/dr-congo-mass-arrests-activists>

Operational

Operational risks for programme activities include: insufficient monitoring capacity to ensure programme quality and delivery according to agreements; increased violence against women as a side effect of empowerment; staff turn-over and challenges recruiting competent staff; risk of internal and partner corruption; partners overloaded with NCA's quality standards; and delays in the disbursement of funds to partners resulting in programmatic delays. In order to mitigate these risks, NCA will

- Develop and implement new monitoring systems and policies, including mobile data collection platforms utilizing newly recruited staff with monitoring experience
- Continue activities that empower women and include components of sensitisation on women's rights and 1325 for local authorities and husbands, minimizing the risk of increased violence.
- Ensure staff retention and future staff competence through greatly increased its competence in HR and staff recruitment as well as promoting a positive working environment
- Continued improvement of financial management and procedures.
- Facilitation of workshops with partners to build capacity and compliance with NCA standards.
- Increase communication between HO, NCA DRC finance department and partners to ensure timely fund disbursements.

Hazards

Insecurity has been widespread in both North and South Kivu, including kidnappings, ethnic conflicts and attacks on humanitarian NGOs in the areas where NCA has been working. There have been escalations of conflict, with new rebel groups being formed (and subsequently new peace deals). The potential for further instability remains an on-going concern. Several of our partners (including Le Souverain and Panzi Foundation) have also received threats. In order to mitigate risks, NCA will

- Update security procedures and disseminated new policy to staff.
- Participate in relevant locally based international coordination mechanisms, including active membership of INSO.
- Increase coordination and sharing of information within the organisation and with partner organisations.
- Increase NCA visibility on vehicles and in the field

As mentioned earlier a risk management table is attached as annex 8, risk management.

Annex 1: Geographic Focus

The following table shows the localities where NCA works, with status related to conflict.

	Localities with open conflict	Localities with underlying conflict	Other localities
Province of South Kivu			
Territory of Bukavu			
			City of Bukavu (provincial capital)
Territory of Kalehe			
Chieftdom of Buhavu			
<i>Groupement</i> of Buzi		Minova	
<i>Groupement</i> of Mbinga Nord	Nyabibwe		
<i>Groupement</i> of Mbinga Sud			Kalehe Center, Munanira, Kasheke, Ihusi
Territory of Walungu			
Chieftdom of Ngweshe			
<i>Groupement</i> of Mushinga ²⁷	Mukungwe		Madaka, Chiburhi
<i>Groupement</i> of Lurhala		Chiherano	Mugogo
<i>Groupement</i> of Walungu			Bideka
<i>Groupement</i> of Lubona			Nkanga
<i>Groupement</i> of Chiburhi			Kakono
<i>Groupement</i> of Luchiga			Ibula
<i>Groupement</i> of Irongo			Nabangere
<i>Groupement</i> of Burhale			Murhaza
Territory of Kabare			
Chieftdom of Kabare			
<i>Groupement</i> of Miti			Miti, Muyange, Chombo and Bukunda
<i>Groupement</i> of Katana ²⁸	Kahungu		Kajuchu, Mabingu, Kabamba, Muanda

²⁷ The mines in Mukungwe effects the whole *groupement* negatively causing tensions throughout. The majority of the population in the *groupement* are implicated either as workers or owners or related to the same.

²⁸ Kahungu is close to the national park (Kahuzi Biega), with regular presence of armed groups hiding in the forest. This leads insecurities effecting the whole *groupement*, for example through the movement of people.

<i>Groupement</i> of Mudaka			Chituzo and Mwendo
<i>Groupement</i> Bugorhe			Chirhedja and Kayandja
Province of North Kivu			
Territory of Goma			
			City of Goma (Provincial Capital)
Territory of Rutshuru			
Chieftdom of Bwito			
<i>Groupement</i> of Tongo			Rushashi
<i>Groupement</i> of Bambo		Bambo	Mushababwe, Katolo
<i>Groupement</i> of Mutanda ²⁹		Kashalira, Katwe and Kikuku	
<i>Groupement</i> of Nyanzale		Nyanzale	
<i>Groupement</i> of Bukombo			Katsiru and Kohondo
Territory of Masisi			
Chieftdom of Bahunde			
<i>Groupement</i> of Osobanyungu	Masisi Centre, Katale, Kalinga, Nyabyondo, Bushani and Burora		
<i>Groupement</i> of Piiri	Lushebere, Katale		
<i>Groupement</i> of Bashakaen	Kichanga		
<i>Groupement</i> of Bafuna	Lwashi, Bukombo		
<i>Groupement</i> of Kamaronza			Sake and Nzulo
<i>Groupement</i> of Mufu-nyinshanga			Bweremana
Chieftdom of Mukoto			
<i>Groupement</i> of Bashali kaende	Kichanga		

²⁹ There are underlying conflicts in the whole *groupement* of Mutanda

Terminology used for the geographic entities

Territory (*territoire*): an administrative entity in rural areas that directly depends on a province. Each province is subdivided into territories, for example Kalehe territory or Beni territory. A territory is led by the Territorial Administrator.

Chieftom (or collectivity chieftaincy) (*chefferie*): a customary entity that directly depends on a territory. Each territory is subdivided into several chiefdoms (or sectors). The chiefdom (*chefferie*) is led by a Mwami or chiefdom leader from the royal family. The chiefdom is a decentralised territorial entity.

Sector (or collectivity sector): a decentralised territorial entity that directly depends on a territory. Unlike a chiefdom, a sector is not led by a customary leader from the royal family but by an appointed leader. Sectors have been established in multi-ethnic areas.

Groupement: a customary entity that directly depends on a chiefdom or a sector. The leader of a *groupement* is a customary leader from the royal family.

Locality: a customary entity made of up 2-5 villages

Village: a customary entity that directly depends on a *groupement*. A *groupement* is comprised of several villages. The village leader is a customary leader.

Sub-village (*capitation*): a customary entity established within a village. The village chiefs are comparable to the leaders of the hills who manage the land and customary royalties on behalf of the village leader.

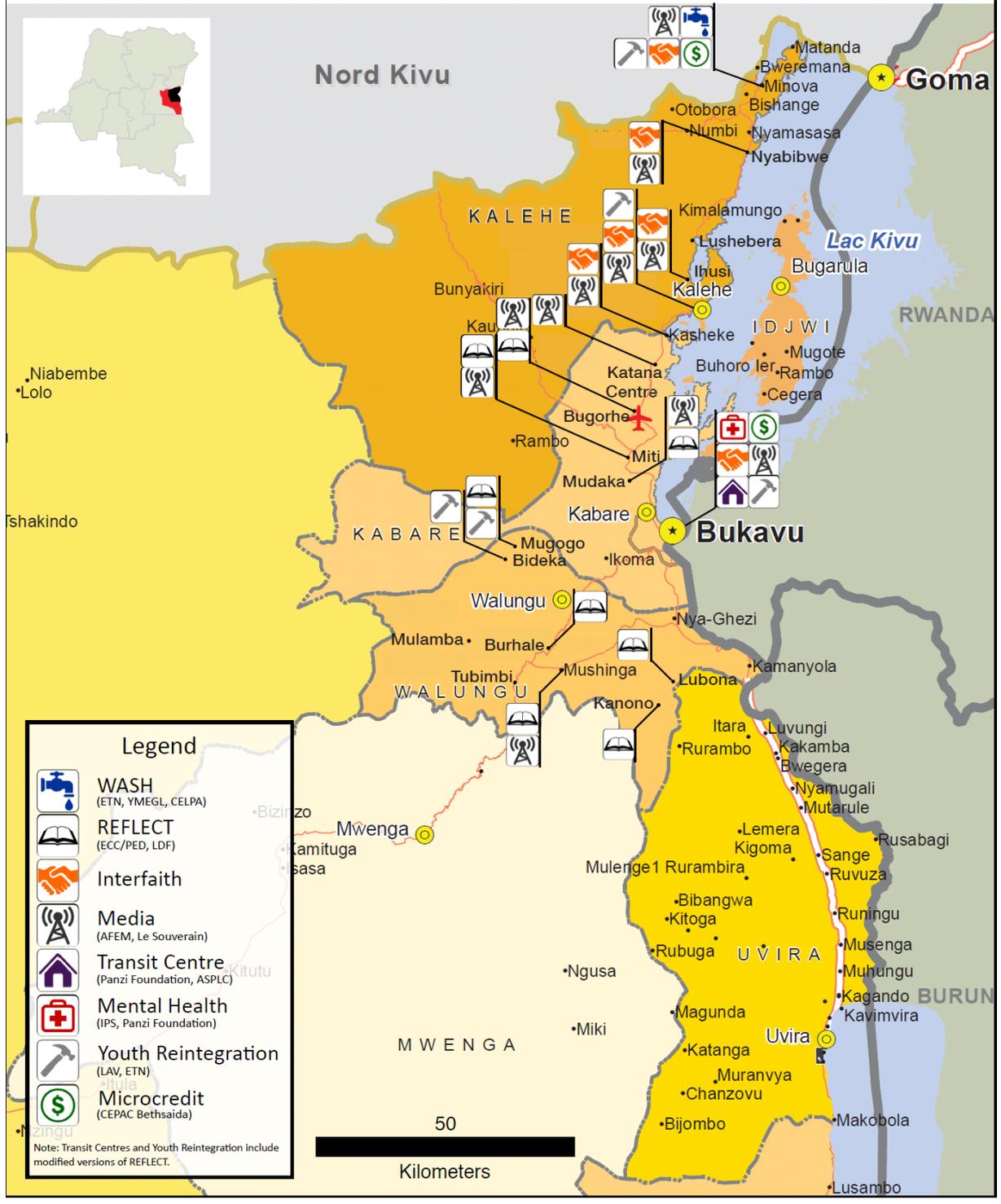
Office of the local state administration (*poste d'encadrement d'Etat*): an administrative entity that directly depends on a territory and aims to provide administrative supervision to the different customary entities (especially chiefdoms).

Mwami: A customary leader at the level of the chiefdom – the Mwami is equivalent to the king of the community





NCA PROJECT AREAS MAP: SOUTH KIVU



Annex 3: Partner information

NCA has a total of 14 partners that are based throughout North and South Kivu. With the exception of some WASH interventions, NCA DRC works exclusively through partners. NCA has a mixture of faith-based organizations and civil society organizations. These organizations have been selected for their capacities, expertise and strong standing within local communities. The tables below expand on the details and capacities of each partners.

Name: Type (FBO, resource, etc.)	Association des Femmes des Médias (AFEM)
Legal Status:	Registration w/ govt? yes
Year of establishment:	1998
Number of Employees:	# 13
Number of members: (if applicable)	#
Cooperation with local government:	Gender and divisions, communication ministry
Constituency:	Civil Society member
Other donors:	Diaconia, Coordaid, DVF, KVINNA TILL KVINNA, National Endowment for Democracy and International Alert.
Geographic area:	<ul style="list-style-type: none"> • Territory of Bukavu • Territory of Kalehe: <ul style="list-style-type: none"> - Groupement of Buzi, Minova locality, - Groupement of Mbinga Nord, Nyabibwe locality - Groupement of Mbinga Sud, Kalehe Center, Munanira, Kasheke, Ihusi localities. • Territory of Kabare: <ul style="list-style-type: none"> - Groupement of Katana, localities of Kahungu, Kajuchu, Mabingu, Kabamba and Muanda • Territory of Masisi: <ul style="list-style-type: none"> - Groupement of Bashali kaende, Kichanga locality.
Thematic/Global programme area:	GBV
Brief Description of Main Activities:	Project influencing duty bearers to implement national laws and legal frameworks preventing GBV and promoting the rights of women and girls. They also work empowering male and female and youth change agents to claim their rights through radio listening circles and 1325 training.
Year of when partnership with NCA was established:	2003
Division of Labour (Partner and NCA)	The role of the partner is to challenge duty bearers regarding women's right and participation in local governance. Strengthening women's participation in local governance, Strengthen civil society organization. Support the links with the newspaper.
ACT member?	No

Name: Type (FBO, resource, etc.)	Église du Christ au Congo (Protestant Church Council) ECC/PED/South Kivu
Constituency:	Faith actor
Legal Status:	Registration w/ govt? Yes
Year of establishment:	1941
Number of Employees:	#40
Number of members: (if applicable)	# 27 communities
Cooperation with local government:	Cooperation with the following services: <ul style="list-style-type: none"> - Divisions des Affaires sociales, Division de Genre, femme et famille, Division de plan

Other donors:	UNDP
Geographic area:	<ul style="list-style-type: none"> • Territory of Kabare: - Groupement of Mudaka, Chituzo and Mwendo localities. - Groupement Bugorhe, Chirhedja and Kayandja localities
Thematic/Global programme area:	GBV
Brief Description of Main Activities:	REFLECT literacy training and income generating activities.
Year of when partnership with NCA was established:	2003
Division of Labour (Partner and NCA)	<ul style="list-style-type: none"> - Strengthening the capacity of Civil Society organization (NCA) - Strengthening women's participation in all projects including aspects of advocacy : Increased number and capacity of the REFLECT circles (Space created for opened community dialogue with local authorities) - Conduct trainings on income generating activities (IGA) and REFLECT circles
ACT member?	Yes

Name: Type (FBO, resource, etc.)	Laissez l'Afrique Vivre (LAV)
Constituency:	Civil Society member
Legal Status:	Registration w/ govt? Yes
Year of establishment:	2004
Number of Employees:	34
Number of members: (if applicable)	#
Cooperation with local government:	<ul style="list-style-type: none"> - UNEPDDR, - Divisions des Affaires sociales, Division de la jeunesse, Division de Genre, femme et famille, Division de plan and local authorities (chefs des groupements et localités).
Other donors:	Cordaid, ECI and CEPGL
Geographic area:	Territory of Walungu: <ul style="list-style-type: none"> - Groupement of Lurhala: localities of Mugogo and Chiherano - Groupement of Walungu: locality of Bideka.
Thematic/Global programme area:	Peacebuilding
Brief Description of Main Activities:	At risk youth socio economical reinsertion. (To improve their income generation and employment opportunities).
Year of when partnership with NCA was established:	2003
Division of Labour (Partner and NCA)	<ul style="list-style-type: none"> - NCA as partner, it's to help national organization : - First, at risk youth have acquired skills to improve their income generation and employment opportunities; - second, at risk youth and local capacities for peace have been mobilized to conduct peace advocacy; - Third, mobilization of local capacities for peace has contributed to prevent and transform destructive conflicts in local communities
ACT member?	No

4.Name: Type (FBO, resource, etc.)	Levain des Femmes (LDF)
Constituency:	Civil Society member
Legal Status:	Registration w/ govt? Yes
Year of establishment:	2005

Number of Employees:	18
Number of members: (if applicable)	N/A
Cooperation with local government:	Cooperation with the following services: - Divisions des Affaires sociales, Division de la jeunesse, Division de Genre, femme et famille, Division de plan, - Local authorities (chefs des groupements et localités).
Other donors:	- Word Food Programme, International Medial Corps, BDOM, CARITAS-Bukavu, Women for Women International-DRC, Harvest Plus, DIOBAS-Belgium, Food for Hangry
Geographic area:	Territory of Walungu: - Groupement of Mushinga: localities of Madaka, Chiburhi and Mukungwe - Groupement of Lurhala: localities of Mugogo and Chiherano - Groupement of Lubona: locality of Nkanga - Groupement of Chiburhi : locality of Kakono - Groupement of Luchiga: locality: Ibula - Groupement of Irongo: locality of Nabangere - Groupement of Burhale: locality of Murhaza.
Thematic/Global programme area:	GBV
Brief Description of Main Activities:	REFLECT Literacy training and Income generating Activities.
Year of when partnership with NCA was established:	2006 and 2007
Division of Labour (Partner and NCA)	- Strengthening the capacity of Civil Society organization (NCA) - Strengthening women's participation in all projects including aspects of advocacy : Increased number and capacity of the REFLECT circles (Space created for opened community dialogue with local authorities) - Conduct trainings on income generating activities (IGA) and REFLECT circles
ACT member?	NO

Name: Type (FBO, resource, etc.)	LE SOUVERAIN
Constituency:	Civil Society member
Legal Status:	Registration w/ govt?yes
Year of establishment:	Year 1993
Number of Employees:	# 10
Number of members: (if applicable)	N/A
Cooperation with local government:	Good collaboration with local authorities through participatory press review where local authorities discuss with local population, although the fact that sometimes they don't agree with the independence of the newspaper.
Other donors:	
Geographic area:	<ul style="list-style-type: none"> • Territory of Bukavu • Territory of Walungu: <ul style="list-style-type: none"> - Groupement of Mushinga: localities of Madaka, Chiburhi and Mukungwe • Territory of Kabare: <ul style="list-style-type: none"> - Groupement of Miti : localities of Miti, Muyange, Chombo and Bukunda - Groupement of Katana: localities of Kajuchu, Mabingu, Kabamba, Muanda and Kahungu - Groupement of Mudaka: localities of Chituzo and Mwendo - Groupement Bugorhe: localities of Chirhedja and Kayandja.
Thematic/Global programme area:	GBV

Brief Description of Main Activities:	Publishing newspapers for promoting the right of women and girls and organizing participatory press revue as a space of dialogue between the duty bearers and authorities.
Year of when partnership with NCA was established:	2009
Division of Labour (Partner and NCA)	The partner challenges local authorities through participatory press review. NCA support, build capacity and strengthen the links between women and female journalists through.
ACT member?	No

Name: Type (FBO, resource, etc.)	PANZI FONDATION
Constituency:	Civil Society member
Legal Status:	Registration w/ govt? yes
Year of establishment:	Year 2008
Number of Employees:	# 128
Number of members: (if applicable)	N/A
Cooperation with local government:	Strong collaboration with the provincial health inspection in the implementation of the project on mental health, gender division and social affairs divisions.
Other donors:	Vodacom,PMU,Tolkien Trust, ELLE F,HIF
Geographic area:	Territory of Bukavu.
Thematic/Global programme area:	GBV
Brief Description of Main Activities:	Project on psycho-social support for survivors of SGBV and other human rights abuses (Project on Mental Health).
Year of when partnership with NCA was established:	2008
Division of Labour (Partner and NCA)	NCA support the development of the transit and empowerment Dorcas centre. Support in partners coordination, diversification of funding and ensure running good collaboration with the provincial health inspection.
ACT member?	No

Name: Type (FBO, resource, etc.)	Inspections Provinciales de la Santé/Provincial Health Inspection (IPS)
Constituency:	Governmental service
Legal Status:	Registration w/ govt? yes
Year of establishment:	Year 1998
Number of Employees:	# 8
Number of members: (if applicable)	#
Cooperation with local government:	Good relationship as it is a government component itself.
Other donors:	Heartland alliance, IRC, Cooperation Suisse,...
Geographic area:	Territory of Bukavu
Thematic/Global programme area:	GBV
Brief Description of Main Activities:	Project on psycho-social support for survivors of SGBV and other human rights abuses (Project on Mental Health)
Year of when partnership with NCA was established:	2014
Division of Labour (Partner and NCA)	IPS (the mental health programme) is responsible for the holistic care of GBV survivors. NCA's role is capacity building of IPS on follow-up of trained health personnel, and data collection management of database.
ACT member?	No

Name: Type (FBO, resource, etc.)	8eme Communauté des Églises de Pentecôte en Afrique Centrale (CEPAC) Bethsaida
Constituency:	Faith actor
Legal Status:	Registration w/ govt? Yes
Year of establishment:	2008
Number of Employees:	45
Number of members: (if applicable)	N/A
Cooperation with local government:	Works with division of plan
Other donors:	ERDO, KIVA, Mama Africa and FONDS SOCIAL
Geographic area:	Territory of Goma Territory of Masisi: - Groupement of Kamaronza, Sake and Nzulo localities - Groupement of Mufunyinshanga, Bweremana locality - Groupement of Buzi, Minova locality
Thematic/Global programme area:	Peace Building
Brief Description of Main Activities:	Duty bearers' formation on microfinances activities for the socio-economical reintegration.
Year of when partnership with NCA was established:	2014
Division of Labour (Partner and NCA)	Briefly describe describe the role of partner and role of NCA (Explaining added value) (2-3 sentences max)
ACT member?	No

Name: Type (FBO, resource, etc.)	Communauté des Églises Libres de Pentecôte en Afrique (CELPA)
Constituency:	Faith actor
Legal Status:	Registration w/ govt? yes
Year of establishment:	Year 1922
Number of Employees:	45 on general but 8 in Wash program
Number of members: (if applicable)	N/A
Cooperation with local government:	<ul style="list-style-type: none"> • Works with Health national and provincial ministry and Division, • Responsible of some Health zone in DRC , • Work with plan ministry, • Work with social affair
Other donors:	PYM Norvege, Monusco, MFA and UNFPA
Geographic area:	<ul style="list-style-type: none"> • Territory of Walungu: <ul style="list-style-type: none"> - Groupement of Luchiga: localities of Ibanda, Ibula,... - Groupement of Lurhala: localities of Mugogo and Chiherano - Groupement of Lubona: locality of Nkanga - Groupement of Irongo: locality Cihonga and Isingo • Territory of Kabare: <ul style="list-style-type: none"> - Groupement of Miti : localities of Miti, Muyange, Chombo and Bukunda - Groupement of Mudaka: localities of Chituzo and Mwendo. - Groupement of Ihembe: locality Chololo
Thematic/Global programme area:	GBV and TV campaign
Brief Description of Main Activities:	Wash activities
Year of when partnership with NCA was established:	1994
Division of Labour (Partner and NCA)	CELPA is responsible of technical implementation of project and NCA help partner to develop their capacity in Wash and connect them with others donors.
ACT member?	No directly but via ECC where he is member

Name: Type (FBO, resource, etc.)	Action Sociale pour la Promotion des Laisses pour Compte (ASPLC)
Constituency:	Civil Society member
Legal Status:	Registration w/ govt? Yes
Year of establishment:	2000
Number of Employees:	# 36
Number of members: (if applicable)	N/A
Cooperation with local government:	Work with the social affairs, Gender and youth divisions. In addition, local authorities meet once a month with right holders in Reflect open circles.
Other donors:	PNMLS, PAM, CEPAC, AJWS, OXFAM SOLIDARITE, OXFAM GB, NRC, CESVI, and CARITAS
Geographic area:	<ul style="list-style-type: none"> • Territory of Goma. • Territory of Masisi: <ul style="list-style-type: none"> - Groupement of Osobanyungu, localities of Masisi Centre, Katale, Kalinga, Nyabyondo, Bushani and Burora - Groupement of Piiri, localities of Lushebere, Katale.
Thematic/Global programme area:	GBV
Brief Description of Main Activities:	Project on psycho-social support for survivors of SGBV and other human rights abuses.
Year of when partnership with NCA was established:	2004
Division of Labour (Partner and NCA)	Partner insure psychosocial care as part of the first response care to SGBV survivors and economic reintegration, responsible for the reference for other assistance (medical, legal) NCA's responsibilities is to ensure the quality of the work, the capacity building of the partner and advocacy for fundraising.
ACT member?	NO

Name: Type (FBO, resource, etc.)	Équipe d'Éducation d'Encadrement des Traumatistes de Nyiragongo (ETN)
Constituency:	Civil Society member
Legal Status:	Registration w/ govt? Yes
Year of establishment:	2002
Number of Employees:	72
Number of members: (if applicable)	# 13 from organization member
Cooperation with local government:	Briefly describe relationship w/ local authorities. (2-3 sentences max)
Other donors:	Finn Church Aid, Norwegian Church Aid, Care International, PNUD, Such for Common Ground, Eastern Congo Initiative et Harvest plus
Geographic area:	<ul style="list-style-type: none"> - Territory of Goma - Territory of Masisi: <ul style="list-style-type: none"> - Groupement of Osobanyungu, localities of Masisi Centre, Katale, Kalinga, Nyabyondo, Bushani and Burora. - Groupement of Piiri, localities of Lushebere, Katale, Bweremana, Karuba and Kiroche. - Territory of Kalehe: <ul style="list-style-type: none"> - Groupement of Buzii, localities of Minova, Bwisha and Kalungu - Groupement of Mbinga Nord, Nyabibwe and Mukwidja
Thematic/Global programme area:	Wash and Peace building
Brief Description of Main Activities:	Project concerning at risk youth socio economical reinsertion (to

	improve their income generation and employment opportunities). And Wash project.
Year of when partnership with NCA was established:	2002
Division of Labour (Partner and NCA)	<ul style="list-style-type: none"> - NCA as partner, it's to support national organization : - First, at risk youth have acquired skills to improve their income generation and employment opportunities; - second, at risk youth and local capacities for peace have been mobilized to conduct peace advocacy; - Third, mobilization of local capacities for peace has contributed to prevent and transform destructive conflicts in local communities - ETN is the responsible of technical implementation project in Wash activities.
ACT member?	NO

Name: Type (FBO, resource, etc.)	Yme Grands Lacs
Constituency:	Civil Society member
Legal Status:	Registration w/ govt? Yes
Year of establishment:	2013
Number of Employees:	25
Number of members: (if applicable)	N/A
Cooperation with local government:	Collaboration with Plan and health ministry and division
Other donors:	Unicef, Mercy corps and OXFAM,
Geographic area:	<ul style="list-style-type: none"> • Territory of Goma • Territory of Rutshuru: <ul style="list-style-type: none"> - Groupement of Tongo, Locality of Rushashi - Groupement of Bambo, localities of Mushababwe, Bambo and Katolo. - Groupement of Mutanda, localities of Kashalira, Katwe and Kikuku. - Groupement of Nyanzale, locality of Nyanzale - Groupement of Bukombo, localities of Katsiru and Kohondo. • Territory of Masisi: <ul style="list-style-type: none"> - Groupement of Osobanyungu, localities of Masisi Centre, Katale, Kalinga, Nyabyondo, Bushani and Burora. - Groupement of Piiri, localities of Lushebere, Katale, Bweremana, Karuba and Kirotsche - Groupement of Buzi, Minova locality. • Territory of Bukavu(Kabare)
Thematic/Global programme area:	Wash
Brief Description of Main Activities:	Wash project/Construction and rehabilitation of water and sanitation infrastructure (water supply systems, springs, latrines, showers, refuse pits, chlorination, hand washing facilities).Mobilization: Training of community water and sanitation committees. Hygiene promotion.
Year of when partnership with NCA was established:	2014
Division of Labour (Partner and NCA)	Briefly describe describe the role of partner and role of NCA (Explaining added value) (2-3 sentences max)
ACT member?	NO

Name: Type (FBO, resource, etc.)	Interfaith South- Kivu
Constituency:	Faith actor
Legal Status:	Registration w/ govt? yes
Year of establishment:	Year 2011
Number of Employees:	# 16
Number of members: (if applicable)	# 6
Cooperation with local government:	Gender, justice, and the planning division, local police.
Other donors:	None
Geographic area:	<ul style="list-style-type: none"> • Territory of Bukavu • Territory of Kalehe: <ul style="list-style-type: none"> - Groupement of Buzi, Minova locality, - Groupement of Mbinga Nord, Nyabibwe locality - Groupement of Mbinga Sud, Kalehe Center, Munanira, Kasheke, Ihusi localities.
Thematic/Global programme area:	Peace building
Brief Description of Main Activities:	Faith actors' structures established to contribute for cooperation and peacebuilding. Mobilization by Bible and Quran contextual study groups through Tamar Campaign and Advocacy.
Year of when partnership with NCA was established:	2010
Division of Labour (Partner and NCA)	Strengthen the platform interfaith in advocacy, peacebuilding Link with Reflect circles to take forward issues brought by women.
ACT member?	NO

Name: Type (FBO, resource, etc.)	Interfaith Nord- Kivu
Constituency:	Faith actor
Legal Status:	Registration w/ govt? yes
Year of establishment:	Year 2011
Number of Employees:	#
Number of members: (if applicable)	# 6
Cooperation with local government:	Gender, justice, and the planning division, local police.
Other donors:	None
Geographic area:	<ul style="list-style-type: none"> • Territory of Goma • Territory of Masisi: <ul style="list-style-type: none"> - Groupement of Kamaronza, Sake and Nzulo localities.
Thematic/Global programme area:	Peace building
Brief Description of Main Activities:	Faith actors' structures established to contribute for cooperation and peacebuilding. Mobilization by Bible and Quran contextual study groups through Tamar Campaign and Advocacy.
Year of when partnership with NCA was established:	2014
Division of Labour (Partner and NCA)	Strengthen the platform interfaith in advocacy, peacebuilding Link with Reflect circles to take forward issues brought by women.
ACT member?	NO

Name: Type (FBO, resource, etc.)	Association des Volontaires Unis pour le Developpement et la Sante (AVUDS)
Constituency:	Civil Society member
Legal Status:	Registration w/ govt? Yes
Year of establishment:	1999

Number of Employees:	25
Number of members: (if applicable)	#
Cooperation with local government:	Collaboration with Plan and health ministry and division
Other donors:	PNUD, PAM, ICCO, FAO, CAFOD, IRC/RRMP, OXFAM GB and OXFAM Novib
Geographic area:	<ul style="list-style-type: none"> - Territory of Masisi: - Territory of Rutshuru: - Territory of Kalehe: - Territory of Kabare: Katana and Nindja groupement - Territory of Walungu: Ruzizi plain localities - Territory of Uvira: Kanvinvira and Kilina localities - Territory of Mwenga:
Thematic/Global programme area:	Wash
Brief Description of Main Activities:	Wash emergency project
Year of when partnership with NCA was established:	2015
Division of Labour (Partner and NCA)	Wash project/Construction and rehabilitation of water and sanitation infrastructure (water supply systems, springs, latrines, showers, refuse pits, chlorination, hand washing facilities). Mobilization: Training of community water and sanitation committees. Hygiene promotion.
ACT member?	NO

Annex 4: Cross-cutting issues and strengthening civil society

5-year outcome	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible (for monitoring)
			2016	2017	2018	2019	2020			
NCA programmes in conflict settings avoid exacerbating conflicts by applying DNH principles	Number of NCA programmes in conflict settings that minimum on a yearly basis adapt programme implementation according to findings in updated conflict analysis	4	8	10	12	14	16	Description of specific changes	Yearly	Programme officer
Gender is mainstreamed in the planning and implementation phases of the programme or project cycle	Number of NCA projects that have adapted their programme design and implementation according to findings of gender analyses and updates for the relevant area.	0	14	17	20 (all)			Description of specific changes	Yearly	Programme officer
NCA core partners have increased their capacity as civil society actors	Increase in core partners' total score based on the capacity development plan	To be determined (new program)	Partner assessments using NCA partner assessment tool.	Annually	Programme officer					

Annex 5: Programme results frameworks

Annex 5.1 Gender-Based Violence Results Framework

Annex 5.2 Peacebuilding Results Framework

Annex 5.3 WASH Results Framework

Annex 5.1
Gender-Based Violence Results Framework, DRC

Outcome 1	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
Dominant social norms protect girls and women from GBV	Change in perception of community level acceptance of GBV perpetration (10 yr)	M: 4.74 / F: 4.29						Baseline/Mid-Term/End-Term			LT1.1, MT1.1, MT1.2, ST1.3
	# of FBOs and CBOs that have reviewed own practices and policies regarding GBV Examples of respondents who can give at least one example of their church leaders condemning GBV (5-7 yr)	None			11			Project Monitoring			
	% of action plans on gender equality implemented by Bible/Quran study groups one year after end of study circles (where relevant). (3 yr)	None		50 %				Tamar Evaluation			
	# of male role models who organise events (dialogue sessions, seminars etc.) to influence their peers in the community (3 yr)	None	5	5	5	5	5	Partner Report, Tamar Evaluation			
Outputs			Delivery at output level								
			2016	2017	2018	2019	2020				
Faith-and community based organizations have been influenced to transform and change beliefs, attitudes behaviour and practices that uphold GBV	# of women and men completing Bible/Quran study circles on GBV, gender relations and positive masculinities	5360/year (50% women) Tamar Only in the period 2013-2015	5360/year (50% women) Tamar Only	Partner Report, Monitoring, Tamar Evaluation			OUTPUT 1.3.1				
	# of partner organizations and local targeted FBOs (denominations) active in global campaigns to promote women's rights	To be developed (Previous examples 16 days campaign against GBV, Rien sans les Femmes petition)	10	10	10	10	10	Partner Report			
Positive male role model (are mobilised/have capacity) to influence their peers to respect women's rights	# of male role models trained	Baseline and targets to be developed with partners									Leads to Outcome ST1.3
Main activities: Tamar, advocacy campaign, training of male role models, events.											
Outcome 2	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
Laws, policies and budgets to end GBV are improved and implemented	# of cases where local authorities can point to action on joint local action plans/social contracts (5-7yr)	Baseline and targets to be developed with partners					30	REFLECT Evaluation, Partner Report			LT2.1, MT2.1, MT2.2, ST2.2
	# of duty bearers who have taken visible action to implement GBV legislation locally (3yr)	M: 43.48% F: 38.91%	M: 46% F: 42%	M: 50% F: 46%				GBV Mid-Term, End-Term Evaluation			
	# of communities with regular dialogue sessions between rights holders and duty bearers at local level (3yr)	45 (4 year report)			30			Partner Reports, Monitoring, Reflect Evaluation			

Annex 5.1
Gender-Based Violence Results Framework, DRC

	# of right holders (GBV survivors and other) with knowledge on how to report and receive support (3yr)	New indicator. Will be covered in mid-term evaluation.										
Outputs			Delivery at output level									
			2016	2017	2018	2019	2020					
Duty bearers are influenced to implement national laws and domestication of legal frameworks preventing GBV and promoting the rights of women and girls	# of duty bearers who have completed training on the rights of women and girls, GBV and women	20	25	30	30	30	30	Partner Reports, Monitoring				Output 2.2.1
	# of issues raised by REFLECT circles and in "Open Circles" multi-stakeholder meetings that Interfaith platforms at local level have followed up with relevant duty bearers	New indicator. Will be covered in mid-term evaluation.	5	5	5	5	5	Partners Reports, Monitoring, REFLECT Evaluation				
Local authorities and communities have formed joint action plans/social contracts	# of joint action plans/social contracts created	0	5	5	5	5	5	Partners Reports, Monitoring, REFLECT Evaluation				
Main activities: REFLECT training and open circles, design and signatures of joint action plans, training of duty bearers, Meetings between Interfaith and duty bearers, participatory press review, Radio listening clubs												
Outcome 3	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework	
			2016	2017	2018	2019	2020					
Increased participation of women in decision-making processes at the local level	# of communities with regular dialogue sessions between rights holders and duty bearers where women present issues related to their needs and interests (3yr)	45	30	30	30	30	30	Partner Reports, Monitoring, REFLECT Evaluation				ST1.2
	# of women participating regularly in local governance meetings (3yr)	M: 27.17% F: 27.19%	M/F: 25%	M/F: 20%				Mid-Term, End-Term Evaluation				
	# of women representatives in local level traditional or governmental decision-making structures (5yr)	Assessment Needed										Indicator from Results Framework 3.1
Outputs			Delivery at output level									
			2016	2017	2018	2019	2020					
Right holders are empowered and mobilized to claim their rights for protection and participation	# of women and girls having learnt to read, write and do basic calculations	405	405	405	405	405	405	Partner Reports, Monitoring, REFLECT Evaluation				OUTPUT 1.2.1
	# of women and girls with improved knowledge of civic rights.	To be developed		1680 (direct) 13,000 (indirect/radio listeners)				Partner Reports, Monitoring, REFLECT Evaluation				
	# of open circles conducted	5/group	5/group	5/group	5/group	5/group	5/group	Partner Reports, Monitoring, REFLECT Evaluation				
Rights holders have increased livelihood opportunities	# of women who have completed skills training and received reinsertion kit	405	405	405	405	405	405	Partner Reports, Monitoring, REFLECT Evaluation				

Annex 5.1
Gender-Based Violence Results Framework, DRC

	# of loans and savings groups initiated	To be developed									
	# women who receive microcredit loans	1140	60 (1140 continuing)	0 (1200 continuing)	0 (1200 continuing)	0 (1200 continuing)	0 (1200 continuing)	0 (1200 continuing)	Partner Reports, Monitoring		
Main activities: REFLECT, Radio Listening Clubs, VSLA, Microcredit.											
Outcome 4	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
GBV survivors have been re-integrated into their community of choice	% of Health facilities in target areas with at least 2 trained staff in mental health (3yr)	Baseline to be developed with partners		100 %				Partner Reports, IPS Data			ST1.1
	# of GBV survivors who consider themselves integrated 12 months after receiving support (3yr)	285	285	285	285	285	285	Partner Reports, Monitoring			
			Delivery at output level								
			2016	2017	2018	2019	2020				
Outputs											
Right holders have been provided with psycho-social, medical and legal assistance	# of female GBV survivors who have accessed; medical; legal; psycho-social support (Incl. REFLECT adapted for Transit Centres)	380	380	380	380	380	380	Partner Reports, Monitoring			OUTPUT1.1.1.
	# of women referred to existing support structures within communities	Baseline and targets to be developed with partners									
Built capacity of provincial mental health care structures	# of male and female health workers who have passed end of training test in mental health care	354	354	354				Partner Reports, IPS Report			
	# of male and female community health workers and local leaders trained	New activity/indicator									
	% of health zones in South Kivu reporting cases of trauma at least once	41 %	45 %	50 %	50 %	50 %		IPS Data			
	# of mental health cases reported to IPS	Check with IPS						IPS Data			
Main activities: Training, support at transit centres, capacity building, monitoring, Family counselling											

Annex 5.1
Gender-Based Violence Results Framework, DRC

Outcome 5	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
NCA DRC has contributed to the development of good practice on GBV programming in conflict and post conflict settings	% of NCA DRC projects implemented according to agreed standards for gender sensitive programming	0% (standards have not yet been developed)	20 %	30 %	40 %	60 %	80 %	Internal project evaluation			ST4.1
Outputs			Delivery at output level								
			2016	2017	2018	2019	2020				
Gender sensitive PMER systems ensure capture and utilization of lessons learnt	Gender sensitive PMER manual finalized	0	1								Output4.1.1.
	% of partner organisations that have completed training on GBV human rights standards	0	30 %	40 %	50 %	60 %	70 %				
	% of partner organisations reporting according to gender sensitive PMER standards	Will be done after manual is developed	30 %	40 %	60 %	80 %	90 %				
NCA DRC country programme uses standards for gender sensitive programming	Indicator on application of learning from the IASC module to be added after a workplan based on the learning is completed										Output4.2.1.
	% of programme staff passing IASC e-learning module.	0	50 %	80 %	100 %	100 %	100 %				
Main activities: development of PMER manual, training of staff and partners, workplan and implementation.											

Annex 5.2
Peacebuilding Results Framework, DRC

Outcome 1	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
Decreased propensity to engage in violence for at risk youth.	% of young women and men reporting that physical punishment can be legitimate for at least one reason (5-7yr)	Will be calculated for 2016.	To be determined after baseline calculated.				LT3.1, MT3.1, MT3.2, ST3.1, ST3.2				
	Change in perception of peers' acceptance of GBV perpetration (10yr)	M: 4.74 / F: 4.29						Baseline/Mid-Term/End-Term			
	% of young women and men who rate the chance of securing a sustainable livelihood to be intermediate or high (5-7yr)	M: 65.2% F: 52.6%						Baseline/Mid-Term/End-Term			
	# of participants in vocational training (male and female) who generate income 6 months after end of training (3yr)	Fem (112/yr), Male (168/yr)	Fem (112/yr), Male (168/yr)	Fem (112/yr), Male (168/yr)				Partner Reports, Monitoring			
	# of young men and women who can point to at least one example where they have promoted or engaged in non violent conflict management within the last 6 months (3yr)	Will calculate from baseline.	To be determined after baseline calculated.	Baseline/Mid-Term/End-Term							
	Proportion of young men who agree that VAWG is never acceptable (3yr)	Will calculate from baseline.	To be determined after baseline calculated.	Baseline/Mid-Term/End-Term							
	% of vulnerable young women and men who consider themselves integrated 6 months after receiving support (3yr)	60 %	60 %	60 %				Partner Reports, Monitoring			
Outputs			Delivery at output level								
			2016	2017	2018	2019	2020				
At-risk youth have acquired skills to improve their income generation and employment opportunities	% of participants in vocational training (male and female) who receive a certificate after completing training.	90 %	90 %	90 %	90 %	90 %	90 %	Partner Reports, Monitoring			Output3.1
Local communities are mobilized to build cultures of peace	% of young women and men participating in youth groups during training	60 %	60 %	60 %	60 %	60 %	60 %	Partner Reports, Monitoring			Output 3.2
	# of participants in life skill training (Human rights, conflict transformation)	Baseline and targets to be developed									
	% of participants in life skill training (Human rights, conflict transformation) who can give example of potential practical implementation	Baseline and targets to be developed									
Main activities: Vocational training, life skills training, psycho-social support											
Outcome 2	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
Inclusive peacebuilding structures and mechanisms prevent and transform conflicts	Number of cases in which the peacebuilding structure/mechanism has played a key role in preventing or addressing a situation of violent conflict (5yr NORAD)	To be developed									
	% of community residents reporting a feeling of belonging to the community (3 yr)	M: 53.26% F:33.33	70 %	70 %	70 %	70 %	70 %	Baseline, Mid-term, End-term			ST3.3

Annex 5.2
Peacebuilding Results Framework, DRC

	# of initiatives involving more than one group across 'conflict lines' as defined through conflict analysis (3yr)	To be developed										ST3.3	
Outputs			Delivery at output level										
			2016	2017	2018	2019	2020						
Faith actors have established interfaith structures for cooperation and peacebuilding	# of functioning interfaith platforms at local level	3	3	3	3	3	3	Partner Report, Monitoring				Output3.3	
	# of functioning interfaith platforms at provincial level	2	2	2	2	2	2	Partner Report, Monitoring				Output3.3	
To be Developed	To be developed												
Main activities: capacity building and training of interfaith on RPP, conflict resolution and election observation, organisational development. To be developed further in 2016													
Outcome 3	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework		
			2016	2017	2018	2019	2020						
	Number of laws, agreements, policies, budgets or institutions that have been changed/better implemented after NCA/partners/civil society coalitions/rights holders advocacy efforts	To be revised by end of 2016											
Outputs			Delivery at output level										
			2016	2017	2018	2019	2020						
Minority groups are empowered and mobilised to claim their rights	Creation of IP specific Reflect curriculum	0	1	0	0	0	0	Existing Manual					
	# IP with improved knowledge of their rights	To be developed											
	# IP having learned to read, write, and do basic calculations	To be developed											
	# of IP communities with regular dialogue sessions between rights holders and duty bearers at local level	To be developed											
Main activities: REFLECT, dialogue sessions at community level. To be developed further in 2016													
Outcome 4	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework		
			2016	2017	2018	2019	2020						
	Female participants in peacebuilding structures report increased influence in decision making	To be developed	To be developed					Internal Evaluation					
Outputs			Delivery at output level										
			2016	2017	2018	2019	2020						
Woman are an active part of Interfaith platform	# of women representatives in interfaith platforms	60 (50%)		60 (50%)								Output3.3	
Main activities: Interfaith. To be developed further in 2016													

Annex 5.3
WASH Results Framework, DRC

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
1. Rights holders demonstrate ownership for community WASH services	1.1 # Villages certified "assaini "	1800 (National level, from review of the "Villages et École Assainis" (VEA) programme)	30	22	16	8	8	KAP Surveys report, VEA data base.	Annually	WASH Coordinator	
	1.2 % of men and women expressing satisfaction with their level of participation in decision-making for these processes	New indicator, baseline to be collected in the communities	70 %	70 %	70 %	70 %	70 %	Service users satisfaction surveys or focus group discussion	Annually	WASH Coordinator	
	1.3 % of communities who maintain their assain status after one year of certification	less than 50%	0 %	50 %	60 %	70 %	80 %	KAP Surveys post certification, Interviews and Site Visits, EVA data base	Annually	WASH Coordinator	Output 2.1.3
Outputs			Delivery at output level								
			2016	2017	2018	2019	2020				
1.1 Water committees have the capacity for management of sustainable community water supply and sanitation services	1.1.1 # of committees with a recovery fund operational	8 (in NCA intervention area)	25	25	25	25	25	Committees contribution reports, evaluation of community work reports, filing and follow-up of the agreements	Annually	WASH Coordinator	Output 2.1.3
	1.1.2 % of women representatives on water committees in senior positions	25 %	30 %	30 %	30 %	30 %	30 %		Annually	WASH Coordinator	
1.2 Community contributes to capital costs of WASH infrastructure in cash, material or labour	1.2.1 % of community contribution in cash, material or labour	less 10%	15 %	15 %	15 %	15 %	15 %		Annually	WASH Coordinator	
1.3 Communities, authorities and partners sign an agreement on the roles and responsibilities of each stakeholder in relation to water and sanitation infrastructure	1.3.1 # of agreements signed and respected	0 %	a	35	35	35	35		Annually	WASH Coordinator	
Main activities: Identification of sub-groups and vulnerable households in the communities; Election or appointment of members of the management structures (i.e. committee) by the communities; Training of committees; Development, implementation and monitoring of activity plan; Focus group discussions and community consultancy											
Outcome 2	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
2, Duty bearers have included men and women's recommendations on WASH services in their work plans	2.1 % of governmental staff involved in the program that have acquired new knowledge and skills to deliver social services	70% (zones VEA)	80 %	80 %	80 %	80 %	80 %	Training reports; end of project/program survey of a sample	Annually	WASH Coordinator	
	2.2. Number of meetings /gatherings /occasions where representatives of RH present to the governmental authorities their priorities on WASH issues	New activity+C44	3	3	3	3	3	Sample with relevant data collection tool like key informant interview; advocacy activity report, meeting report	Annually	WASH Coordinator	
Outputs			Delivery at output level								
			2016	2017	2018	2019	2020				
2.1 Capacity building of local authorities is successfully carried out (workshops, on the job training, material support etc.)	2.1.1 # of workshops organized with communities leaders	10	15	15	15	15	15	Workshops reports, campaigns report, KAP surveys , list of participant of communities meetings	Annually	WASH Coordinator	
2.2 Awareness raising campaigns carried out in all targeted communities	2.2.1 # of awareness raising campaigns carried out	New indicator, baseline to be collected in the communities	20	20	20	20	20		Annually	WASH Coordinator	

Annex 5.3
WASH Results Framework, DRC

2.3 DB are accessible to RH indicator: DB participate to key steps of WASH community plan	2.3.1. # key steps of WASH community plan or participate DB	New indicator, baseline to be collected in the communities	30	22	16	8	8	and reports	Annually	WASH Coordinator	
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Main activities: Creation of stakeholders groups and training of members; Joint working sessions between duty bearers, stakeholder groups and NCA on national policy awareness and diffusion; Sensitization campaign on the right to access to WASH services (e.g. global world days on WASH thematic)
Community meetings of elaboration of community action plan

Outcome 3	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
3. Men and women practice hygiene measures that protect themselves against key public health risks	3.1 % of men and women with increased knowledge of preventive measures against pre-identified key public health risks	76 %	75 %	75 %	75 %	75 %	75 %	KAP survey at project completion compared with baseline	Annually	WASH Coordinator	
	3.2 % increase of girls, boys, women and men washing their hands with detergents at critical times	New indicator, baseline to be collected in the communities	20 %	20 %	20 %	20 %	20 %	Spot checks or a sample; final KAP survey at project completion compared with baseline	Annually	WASH Coordinator	
	3.3 % decrease of diarrhea episodes of children under 60 months (counted over the 2 previous weeks)	New indicator, baseline to be collected in the communities	20 %	20 %	20 %	20 %	20 %	Health centres statistics; epidemiologic data base of BCZS and DPS	Annually	WASH Coordinator	
	3.4 % decrease in prevalence of water borne disease in supported areas.	40 %	20 %	20 %	20 %	20 %	20 %	Health Records	Annually	WASH Coordinator	Outcome ST2.1
Outputs			Delivery at output level								
			2016	2017	2018	2019	2020				
3.1 Men and women practice household water treatment and safe storage	3.1.1 % of right holders expressing their knowledge about key public health risks and how to protect themselves	76 %	80 %	80 %	80 %	80 %	80 %	Pre and post-project KAP surveys, household spot checks for improved hygiene practices (toilet in place and used, and hand wash with soap in place and used)	Annually	WASH Coordinator	
3.2 Men and women wash their hands with soap/ash/detergent at defined critical times	3.2.1 # of men and women washing their hands with at defined critical times	Baseline will be done for each community	45000	45000	45000	45000	45000		Annually	WASH Coordinator	
3.3 Men and women have changed from pre-identified key hygiene risk behaviours to safe hygiene behaviour practices	3.3.1 % of households that owns and uses hand washing facilities	76 %	70 %	70 %	70 %	70 %	70 %		Annually	WASH Coordinator	
	3.3.2 % of rights holders in NCA supported areas who observe key hygiene practices at end of intervention	89 %	80 %	80 %	80 %	80 %	80 %		Annually	WASH Coordinator	Outcome ST2.1
3.4 Villages have weekly programs for community work	3.4.1 # villages that have and implement weekly community work programs	New indicator, baseline to be collected in the communities	20	20	20	20	20	Annually	WASH Coordinator		

Main activities: Campaigns for regular use of household water treatment methods; Sensitization on best hygiene practices ; Campaign for construction of hand washing facilities with provision for soap, ash or detergent storage; Development of community action plans; Organisation and supervision of community work; Participative diagnostics; Sanitation materials distribution

Outcome 4 - corresponding to outcome 6 in Global RF	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
	4.1 # men and women who have gained access to at least basic water supply service level	115,884 (See four year report)	55000	55000	55000	55000	55000	Official population figures; water point user list provided by management; satisfaction surveys; focus group discussions; direct interviews; hand over	Annually	WASH Coordinator	Output 2.1.1
	4.2 # new/rehabilitated water points where fetching water takes less than 30 minutes (includes journey from/to home and queue time)	New indicator, baseline to be collected in the communities	60	60	45	45	35		Annually	WASH Coordinator	

Annex 5.3
WASH Results Framework, DRC

4. Men and women have access to sound, sustainable and at least basic water supply services (development context)	4.3 % of men and women expressing satisfaction with water supply services	80 %	80 %	80 %	80 %	80 %	80 %	Interviews, hand over reports of infrastructures to local authorities; spot checks; annual review of program using different data collection tools.	Annually	WASH Coordinator	
	4.4 % of water supply schemes found sustainable at the final evaluation of a completed project	Not available, will be collected before Dec 2015	60 %	60 %	60 %	60 %	60 %		Annually	WASH Coordinator	
	4.4.5 Decrease in average time spent daily by women for fetching water	Baseline to be collected for each community	less than 30 minutes	less than 30 minutes	less than 30 minutes	less than 30 minutes	less than 30 minutes		Annually	WASH Coordinator	Outcome ST2.1
Outputs			Delivery at output level								
			2016	2017	2018	2019	2020				
4.1 Men and women have a fully functioning and adequate water scheme in their community	4.1.1 # water gravity systems constructed for community and institutions water supply	Baseline to be collected for each community	6	6	5	3	3		Annually	WASH Coordinator	
	4.2.1 # springs protected for community and institutions water supply	Baseline to be collected for each community	30	30	20	20	20		Annually	WASH Coordinator	
	4.1.3 % of water committees managing to repair dysfunctional water infrastructure within 1 week from breakdown	Baseline to be collected for each community	40 %	50 %	70 %	80 %	80 %		Annually	WASH Coordinator	
4.2 men and women drink potable water	4.2.1 absence of coliform contamination at source level	Baseline to be collected for each community							At project completion	WASH Coordinator	
Main activities: Construction and/or rehabilitation of gravity water systems; Expansion of water services to unserved populations; Spring protection works; linking water committees, governative authorities and private sector for infrastructure repair; routine water quality monitoring test											
Outcome 5	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
5. Rights holders have access to adequate, appropriate, acceptable and sustainable sanitation services in public institutions and households (development context)	5.1 % of households with improved access to sanitation facilities	Not available, to be collected in the communities.	80 %	80 %	80 %	80 %	80 %	Field visits, right holders testimonials, profiled success stories and records from service providers KAP survey	Annually	WASH Coordinator	Output 2.1.2
	5.2 # men and women who have gained access to improved sanitation facilities	143,571 (NCA intervention areas)	35000	35000	35000	35000	35000		Annually	WASH Coordinator	
	5.3 % of rights holders expressing satisfaction with their sanitation conditions	80 %	80 %	80 %	80 %	80 %	80 %		Annually	WASH Coordinator	
Outputs			Delivery at output level								
			2016	2017	2018	2019	2020				
5.1 Improved community sanitation through promotion of HH sanitation facilities	5.1.1 # of householders have the sanitation facilities improved in use.	Not available	7000	7000	7000	7000	7000	KAP surveys (pre and post intervention) Log of latrines constructed vs. communal action plan focus groups and sample survey Field visits, right holders testimonials, profiled success stories and records from service providers	Annually	WASH Coordinator	
5.2 Improved environmental conditions in target locations	5.2.1 # of people participating in environmental clean-up campaigns	New activity for NCA	45000	45000	45000	45000	45000		Annually	WASH Coordinator	
5.3 Improved sanitation facilities in public institutions with respect of gender/age/disability issues	5.3.1 # of schools that have gained access to sanitation facilities	7	6	6	6	4	4		Annually	WASH Coordinator	
	5.3.2 # Health centers have gained access to sanitation facilities	5	4	4	4	2	2	Annually	WASH Coordinator		
Main activities: Participatory sanitation gap analysis at community level; Development of community action plan (includes individual household and shared duties); Participatory definition of criteria for household sanitation; Distribution of sanitation tool kits; Awareness raising; PHAST and CLTS training; Construction of WASH facilities in schools and health centers											

Annex 5.3
WASH Results Framework, DRC

Outcome 6	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible	MFA GBV Framework
			2016	2017	2018	2019	2020				
6. IDPs and host communities have access to essential and sound WASH services (Emergency context)	Number of right holders who have achieved access to basic Wash services according Sphere standards	Baseline not yet available, to be added for each camp separately.	70000	70000	70000	50000	50000	NCA surveys and/or independent surveys NCA activity reports; WASH cluster/UN reports; camp management data base;	Annually	WASH Coordinator	
Outputs			Delivery at output level								
			2016	2017	2018	2019	2020				
6.1 IDPs and host community households have access to sound and sustainable water supply services in emergency context	6.1.1 % of rights holders (men/women) in IDPs sites expressing satisfaction with established water services at end of project	80 %	80 %	80 %	80 %	80 %	80 %		Annually	WASH Coordinator	
6.2 Rights holders have access to adequate, appropriate, acceptable and sustainable sanitation services in IDP sites and households in emergency context	6.2.1 % of rights holders (men/women) expressing satisfaction with sanitation services in NCA supported areas	80 %	80 %	80 %	80 %	80 %	80 %	Field implementation and visit reports, NCA and partner activity reports, meeting minutes FGD report, KAP surveys , epidemiologic data base	Annually	WASH Coordinator	
	6.2.2 % reduction in prevalence of water borne diseases in NCA supported IDP camps	Baseline not yet available, to be added for each camp separately.	20 %	20 %	20 %	20 %	20 %		Annually	WASH Coordinator	
	6.2.3 # rights holders (men/women) with increased/enhanced access to basic sanitation facilities as per WASH Cluster guidelines and SPHERE standards	143,571 (NCA intervention areas)	70000	70000	70000	50000	50000		Annually	WASH Coordinator	
6.3 Rights holders' groups have the capacity to manage sustainable community WASH services and to adopt hygiene good practices	6.3.1 % of community based WASH committees securing operation and maintenance of WASH services	60 %	70 %	70 %	70 %	70 %	70 %	Training minutes and attendance lists; NCA and partner activity reports; committees action plans and meeting minutes FGD reports, sensitization reports	Annually	WASH Coordinator	
	6.3.2 % of RH knowing and adopting good hygiene practices and benefitting from regular hygiene promotion activities.	76 %	70 %	70 %	70 %	70 %	70 %		Annually	WASH Coordinator	
Main activities: Construction or rehabilitation of water gravity systems, spring protection, water trucking, chlorination, water committees training, water quality and surveillance, Construction of emergency sanitation facilities in IDP camps; sanitation needs assessment in coordination with relevant stakeholders; KAP survey of key hygiene practices observed by rights holders; survey of rights holder satisfaction with sanitation conditions, Creation and/or follow-up of water and sanitation committees; support in establishing procedures and control mechanism, hygiene promotion activities											

Annex 6: Funding strategy and targets

Below are donors with whom NCA will cultivate a relationship and solicit for new or renewed funding. This is based on the donor's interest in the intervention area, both geographically and thematically. Some of these donors have higher and stricter compliance standards compared to grants that NCA DRC has managed in the past. NCA DRC is seeking a more diverse funding base but may need additional human resources and increased capacities in donor compliance issues to achieve this.

Donor	Relevance for NCA	
Bilateral Donors	<p>USAID</p>	<p>USAID disbursed \$308 million in funding in 2014. Priority areas include Health, Education, and Democracy, Human Rights and Governance. USAID also funds disaster risk reduction and emergency relief projects via its Office of Foreign Disaster Assistance (OFDA). USAID's program WASH for Life is to fund projects that identify, test, and transition to scale promising approaches to achieving cost-effective, sustained, scalable outcomes in the water, sanitation and hygiene sectors.</p>
	<p>DFID</p>	<p>DfID is an important donor in the DRC. DfID funds projects in six of DRC's 11 provinces, including where NCA is active. They fund projects in six different areas: Strengthening the rule of law and tackling the root causes of conflict, Deliver 2.3m life-saving humanitarian interventions per year, Deliver equitable, inclusive and quality services in the health, education and water and sanitation sectors, Stimulate economic development, Promote an open society through empowerment and accountability, transform the way the international community works in DRC,</p>
	<p>Swiss Development Cooperation</p>	<p>The SDC's activities in the Great Lakes region cover four priority themes: access to basic services for the population (health care, hygiene), the development of a local economy that creates jobs and incomes, the protection of civilians and the strengthening of democratic processes.</p>
	<p>Canadian Development Cooperation</p>	<p>Canada disbursed \$72.83 in 2012-2013 and reaffirmed DRC as a country of focus in 2014. Capacity building of public institutions is central to Canada's strategy to help establish a more democratic, prosperous, and equitable state—one that will be able to reduce poverty sustainably and secure the future of its children and youth. Canada also provides considerable humanitarian assistance to communities affected by conflict.</p>
Humanitarian Funds/ Multidonor Trust Funds	<p>European Commission Humanitarian Aid and Civil Protection (ECHO)</p>	<p>NCA is an ECHO partner and is eligible to apply for ECHO funding. Accessing funds, however, are increasingly competitive, and ECHO's compliance standards are stricter than many other donors. ECHO's aid efforts in the DRC are focused on the consequences of population displacements, on providing protection and assistance in conflict affected areas, and on addressing acute needs related to epidemics, malnutrition beyond emergency levels and natural disasters.</p>
	<p>Democratic Republic of Congo Pooled</p>	<p>The Pooled Fund in an important donor for NCA in the DRC, and</p>

	Fund	NCA will apply for funds again when more are made available. Officially titled the multi-donor humanitarian fund in the Democratic Republic of Congo, aims to channel resources to projects within the Humanitarian Action Plan, to strengthen coordination and increase the extent to which funding is allocated to priority humanitarian needs.
Private Foundations	Folke Bernadotte Foundation	The Folke Bernadotte Foundation, based in Sweden, annually calls for proposals to for projects supporting United Nations Security Council Resolution 1325 and women's participation in peace and security. NCA feels that the fund is an excellent match for its GBV programme.

1) Funding Investments:

a. SWOT analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1. Rootedness in local communities 2. Close cooperation with civil society actors 3. Programmatic interventions in line with needs of the population and donor priorities 4. Faith based organizations' importance and connectedness in DRC communities 5. Secured multi-year funding for GBV programme from the Norwegian Ministry of Foreign Affairs 6. NCA DRC expertise in implementing GBV and WASH programs 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Capacity (time) for staff to write grants and deliver complex applications 2. Distance from donors based in Kinshasa 3. Partner organizations have limited/weak management and administrative capacities 4. Relatively new NCA management team 5. NCA overshadowed by larger actors in DRC 6. More traditional approach lacking innovation in certain program areas
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Positive relationship and close alignment with other ACT Agencies, which means potential for forming consortia 2. Despite donor fatigue, there are many funding opportunities in DRC and many donors present in-country 3. Competition for funds will propel NCA DRC to "raise the bar" in terms of program innovation, implementation and management 	<p>Threats</p> <ol style="list-style-type: none"> 1. Dependence of NCA on one single donor 2. Dependence of partners on NCA 3. Sister agencies often fund the same partners as NCA and compete for the same funds 4. Donor fatigue and loss of interest in DRC due to more pressing needs elsewhere 5. Stronger competition than ever for funds 6. Political and social instability 7. Weak economic environment and high levels of institutional corruption in DRC

b. Recommended investments

Area	Investment needed
Donor engagement and relationship management	<ul style="list-style-type: none"> • Communications and marketing materials are developed with a clear articulation of NCA's added value in DRC • Planned trips to Kinshasa to foster relationships with donors • Capacities of NCA staff are increased to free up senior-level

	staff to focus on fundraising, cultivating new donors, and applying for new funding
Grant management and reporting	<ul style="list-style-type: none"> ▪ Increased/dedicated support from head office to support the submission of complex applications ▪ Staff capacity building in areas including grants management and reporting, particularly for donors with strict and complex compliance standards
Program innovation	<ul style="list-style-type: none"> ▪ Investments in program innovation so NCA DRC's programs are more competitive
Partner capacities	<ul style="list-style-type: none"> ▪ Application of the partner assessment tool ▪ Provision of a finite amount of capacity building for partners

Budget Forecast

Year	2016		2017		2018		2019		2020		
Funding Type	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	
Programme	GBV	23 650 266		23 000 000		19 000 000	2 000 000	18 000 000	3 000 000	18 000 000	3 000 000
	Wash	3 500 000	4 000 000	3 500 000	4 800 000	3 500 000	6 700 000	3 500 000	6 700 000	3 500 000	6 700 000
	Peace Building		4 500 000		4 500 000		4 500 000		4 500 000		4 500 000
	Sub-Total	27 150 266	8 500 000	26 500 000	9 300 000	22 500 000	13 200 000	21 500 000	14 200 000	21 500 000	14 200 000
	Percentage of total funding	76 %	24 %	74 %	26 %	63 %	37 %	60 %	40 %	60 %	40 %
	Amount secured of total	23 650 266		23 000 000		0		0		0	
	Grand Total	35 650 266		35 800 000		35 700 000		35 700 000		35 700 000	
				Total budget increase from previous year: 0.4%		Total budget increase from previous year: 0.4 %		Total budget increase from previous year: 0%		Total budget increase from previous year: 0%	

Annex 7: Planned evaluations

Programme/project	Year	Donor	Partner	Internal/external	Comments (size of project, evaluation requirement etc)
GBV Programme Mid-Term	Early 2016	MFA	Multiple	External	Mid-Term Evaluation on MFA GBV Framework Agreement 2014-2017.
Tamar Campaign	2016	MFA	Interfaith	External	Evaluation of Tamar Campaign in 10-20 location throughout North and South Kivu looking observing project methodology and perceived community change leading to future recommendations.
Wezesha Project	2016	MFA/Own Fund	CEPAC Bethsaida	Internal/External	3000+ ongoing rights holders in 3 regions of NK/SK. Evaluation will assess the overall impact microloans are having on key poverty markers. Utilize a stratified random sample to generalize about the overall project and make recommendations about the future of the project.
Project/Partner Mapping	2016	NORAD	Multiple	Internal	Using mobile monitoring tools developed early in the program period the country office together with program partners will map all areas of NCA activities for reference, making visible existing synergies synergies, and enhancing opportunities for collaboration.
WASH	2017	Multiple	ETN, YMGL, CELPA	External	WASH is a major part of NCA DRCs programme and a core competency. An external evaluation provide insight as to strength, areas for growth, adherence to SPHERE, WASH Cluster, and HAP standards. Finally it should provide recommendations regarding best practice. This will contribute to increased capacity in securing new funding sources.
REFLECT	2017	MFA	Multiple	External	REFLECT programmes in 3-5 different location will be selected for evaluation of the programme methodology, results, and to make recommendations about the future of the project. Each location should focus on implementation by various partners.
GBV Programme End-Term Evaluation	Late 2017	MFA	GBV	External	End-Term Evaluation on MFA GBV Framework Agreement 2014-2017.
Peacebuilding Mid-Term Review	Late 2018	MFA or Multiple	Multiple	External	The peacebuilding programme is in development during the programme period. The focus of this evaluation will be assess the effectiveness of the programme design, partner capacity, achievement of results and recommendations to improve the programme.
WASH GBV	2019	Multiple	ETN, YMGL	External	Evaluation of WASH synergies with GBV programme, the interrelationship between the two and recommendations to improve GBV impact through WASH.
Context and Conflict Analysis	2020	NORAD	South/North Kivu	External	In preparation for the next strategic period a conflict analysis will be completed in South Kivu and North Kivu respectively to contribute to effective planning and programmatic decisions and make recommendations for interventions.

Annex 8: Risk analysis and management

Risks identified		Analysis of risks			Management of risks		
Risk number	Description	Likelihood	Impact	Risk level	Risk mitigation activities	Contingency plan	Responsible
Strategic Risk							
1	Outbursts of insecurity and violence surrounding upcoming DRC elections (2016).	Moderate	High	Critical	Accept	Participation in relevant locally based international coordination mechanisms, including active membership in INSO . Security updates at weekly information meetings for all staff.	Country Representative, SMT
2	Destabilization of Great Lakes Region. Elections in Burundi 2015, DRC 2016, Rwanda 2017	Low-Moderate	Low	Low-Moderate	Accept	Coordination with other NCA Country offices in the region. Participation in relevant locally based international coordination mechanisms, including active membership in INSO . Security updates at weekly information meetings for all staff.	Country Representative, SMT
3	Ongoing Corruption (police, military, local)	Moderate	Low	Moderate	Manage	Corruption is a reality working in DRC. Admin and logistics should be in place to ensure all necessary approval and documentation is in place to minimize harrassment. Transparent and accoutable administrative policies improved to further strengthen NCAs position.	HR Manager

Risks identified		Analysis of risks			Management of risks		
Risk number	Description	Likelihood	Impact	Risk level	Risk mitigation activities	Contingency plan	Responsible
Financial Risk							
5	Ongoing harassment by authorities (DGI) Direction Générale des Impôts	High	Moderate	High	Manage	Continue to monitor the situation and plan for HR/Admin manager to travel to Kinshasa to deal directly with authorities.	Country Representative, SMT
6	Financial mismanagement and corruption	Low	High	High	Manage	Improved financial management and procedures as well as building partner capacity and transparency.	Finance Manager
6	Regional fatigue of major donors	Moderate	Low	Moderate	Manage	Diversify donor base to protect from major impact, and developme of programmatic focuses in regions donors such as peace and stabilization.	Country Representative, SMT, Finance Manager, HO
7	Norwegian donor dependency	Moderate	Low	Moderate	Manage	Diversify donor base beyond NCA traditional donors and write proposals for donors such as ECHO, I4S, DFID and Pool Fund.	Country Representative, SMT, Finance Manager, HO
8	Funding decrease due to poor exchange rate.	High	Moderate	High	Accept/Manage	The exchange rate is beyond the control of the office to influence, but impact can be lessened by diversifying funding base to a greater % of funds coming from outside of Norway	Country Representative, SMT, Finance Manager, HO

Risks identified		Analysis of risks			Management of risks		
Risk number	Description	Likelihood	Impact	Risk level	Risk mitigation activities	Contingency plan	Responsible
Operational Risk							
11	Insufficient Monitoring Capacity	Low	Moderate	High	Manage	Recruited new staff with monitoring experiences to develop and implement new monitoring policy and systems to streamline monitoring and data collection	PMER, Country Representative
12	Jealousy in the community and disruption of power balance in conflict when addressing sensitive issues	Low	Moderate	Moderate	Manage	Conflict sensitive programming and regularly updated conflict analysis. Systematic use of the Do No Harm methodology	Country Representative, SMT
12	Side effect of increased GBV due to empowerment	Moderate	Moderate	High	Manage	Activities that empower women are inclusive of men and have components of sensitizations on women's rights and 1325	Country Representative, SMT
13	High levels of staff turnover	Low	Low-Moderate	Low-Moderate	Manage	Participatory and inclusive leadership approach, investment in building the capacity of staff and maintaining a positive working environment	Country Representative,
14	Challenges recruiting competent staff	Moderate	Moderate	Moderate	Manage	Greatly improved competence in HR capacity and continuing development of strong and transparent HR policy	Country Representative, SMT
15	Internal and partner corruption	Low	High	High	Manage	Improved financial management, partner monitoring, and capacity building for partner reporting	Finance Manager
16	Heavy workload for partners due to NCA's quality standards	High	Moderate	High	Manage	Continuing dialogue with HO regarding contextual realities in DRC. Workshops and capacity building for partners to provide understanding and support to meet requirement.	HO, Country Representative
17	Delays in disbursements of funds for partners causing programmatic delays	Moderate	Moderate	Moderate	Manage	Improved finance management and procedures and the overall increased capacity of DRC country office	Finance Manager, Country Representative

Risks identified		Analysis of risks			Management of risks		
Risk number	Description	Likelihood	Impact	Risk level	Risk mitigation activities	Contingency plan	Responsible
Hazards Risk							
18	Continuing insecurity risks (incl. kidnappings, ethnic conflicts, attacks on humanitarian NGOs) in program areas	Moderate	Critical	Critical	Manage/Avoid	Updated security procedures and policy disseminated to staff and participation in relevant locally based international coordination mechanisms, including active membership in INSO	Country Representative, SMT
19	Escalation of conflict - Rebel groups, UNIB	High	Moderate-High	High-Critical	Acceptance	Diversify our areas of intervention (2 very sensitive territories, 2 less sensitive ones) and work closely with partners, communities, and regular participation in relevant locally based international coordination mechanisms, including active membership in INSO	Country Representative, SMT
20	Partner threats (which have already occurred with Le Souverain and Panzi Foundation)	Moderate	High	Critical	Manage	Continued training of human rights defenders for partner organizations at risk (In collaboration with Protection International)	Country Representative, SMT

Annex 10: Executive Summary of the 2014 GBV DRC Baseline study

Introduction With the help of independent consultants GK Consulting LLC, Norwegian Church Aid (NCA) DRC undertook a baseline survey between October and November 2014 for their Norwegian Ministry of Foreign Affairs funded Thematic Programme on Reduction of Gender Based Violence in conflict and post conflict settings: DRC. The process has been comprehensive, with the learning from the changes in methodology and their subsequent outcomes taken on board from baseline research inception through to final logframe amendment. The findings outlined in this baseline report will not only be used as the foundation for reviewing and measuring progress throughout the life cycle of the programme, but also to ensure that time and resources are used efficiently and effectively. A close and flexible follow up of programmes is needed, and access to technical expertise. The importance of holding the state responsible for prevention and response to all forms of violence against women and girls is also stressed in good practice guidelines, pointing to the key role of advocacy in this type of programming.

The Challenge In 2010 the UN's special representative on sexual violence in conflict branded the Democratic Republic of Congo (DRC) as the 'rape capital of the world'. Since that time progress has been made in pacifying the region and reducing levels of sexual violence. National laws have been amended and protocols adopted. There is increased access to justice and services for survivors. However, levels are determined by a set of factors that remain highly challenging in DRC; the influence of social norms; government accountability in implementation of legal frameworks and availability of services; and youth propensity to engage in violence. DRC is clearly situated as a Fragile and Conflict-affected State (FCS). Each year, thousands of women and girls are mistreated and raped. Rebel groups, the FARDC, police and civilians are all a part of these attacks, during military campaigns, rebellions and disputes, or on a daily basis. Violence is still prone to flare episodically, as armed groups continue to engage in battles for resources and political representation. However, this is also a situation in which GBV is normalised, many women are particularly vulnerable, and extreme levels of trauma are present.

Methodology Overall, the data presented in this report represents 12 communities. In addition to quantitative data collection, qualitative data collection was undertaken in order to provide depth to our findings, and also to provide additional information for hard to measure indicators. The quasi-experimental design utilizes cohort tracking - individuals will be re-administered questionnaires, and participants of qualitative data collection will be revisited, in order to effectively measure the programme's impact over time with respect to key logframe indicators. Many of the indicators in this report have been disaggregated by relative marginalisation status and, in particular, gender.

Key Findings Main findings based on extensive baseline data collection can be summarized as follows:

The Intervention communities are post-conflict environments: this may seem an odd claim in a country that remains highly militarized, contains the largest UN peace-keeping force in history, many areas are controlled by rebel groups rather than the national government, and a new insurgency by an international armed group was growing throughout this period of research. Nevertheless, our data strongly indicated that the communities researched and where NCA has interventions are under stable administration, employment patterns are regular, and populations are not mobile. Recruitment of young people into armed groups, for example, is not a predominant concern.

GBV as a practice is highly prevalent: it is in the context of stable communities that interventions can best be targeted according to its current nature. Spikes of violence by armed groups are still notable in the communities considered here. However, these represent occasional events whilst GBV continues to be an issue in daily-life. In global circumstances to call DRC the rape capital of the world is to ignore its prevalence worldwide. The specific situation in DRC does, however, mean that GBV needs to be addressed in locally appropriate ways.

Insecurity is an overriding condition of life: describing a post-conflict environment is intended to differentiate between war conditions and the high levels of insecurity that respondents described, with attendant levels of fear. GBV is bound up in these conditions, for example as it is associated with other forms of violence such as armed robbery, or occurs in locations where women are afforded little protection.

NCA has already made great strides and can now look to supporting partners including local authorities: NCA introduced WASH activities as important for basic needs, but also to reduce times during which women were exposed and at risk; travelling to fetch water and use latrines for example. However, attitudes to women and GBV remain extremely negative with victims being blamed rather than perpetrators, and rejection of those subject to sexual assault. Therefore, these circumstances require intervention along with continued improvements in provision for survivors of assault.

Response and prevention are different but interlinked: knowledge of how to respond when sexual assault occurs remains limited, and people are also suspicious of duty bearers (authorities and service providers). Supporting improvements in actions and accountability by duty bearers is therefore important. But knowledge of services available also needs to be increased amongst the populace. Educational activities about specific actions and responses also provide an opportunity for discussion and learning in terms of attitudes, as well as reducing the prevailing silence about GBV and failure to accept its enormous prevalence. There is hunger for alternatives to conflict: despite (or because of) fear of conflict and violence, many people wish to offer or be provided with non-violent means of conflict resolution. Information regarding authorities and service providers is therefore important, as well as increasing knowledge of actions that people can take themselves.

Recommendations

Programmatic recommendations include support / emphasis for activities already identified by NCA in the full logframe.

1. Faith actors, especially churches, are extremely important partners. They need greater awareness of national protocols and offer informed activities.
 - a. Perception and/or incidences of GBV occurring at CBOs and NGOs needs to be addressed.
2. Non-didactic, discussion based learning represents a great opportunity for impacting knowledge, attitude and practice. This can include understanding what people already deem unacceptable.
 - a. People are used to participating in meetings and discussions on a regular basis.
 - b. Participation by women must be carefully facilitated.
 - c. Practical, action-based learning such as role-play will help with learning non-violent conflict resolution.
3. Long journeys to and from, and work in, isolated locations need to be made more secure.
4. Ways need to be found to change victim-blaming male attitudes to sexual assault.
5. Knowledge of protocols and procedures will increase reporting and response.
 - a. More activities are required as most people have not had any exposure to a GBV related programme, workshop, activity, or some form of awareness-raising.
6. Support for rights bearers and dissemination of information to them is needed.
7. Provision of information to women regarding services will be valuable – both direct information such as phone numbers as well as training in procedure and protocol.
 - a. They need additional support, for example from community advocates.
8. Guaranteeing that partners have protocols and procedures in place for incidents of GBV will be important for improving responses, opening up discussion, and allow for training opportunities.
9. Conflict propensity scores do not seem to be correlated with age, suggesting that there may need to be a readjustment in the outcome that focuses purely on youth as perpetrators of conflict behaviour.
10. Realising young peoples' potential and avoiding disappointing their hopes is important. More vocational training will be most beneficial if combined with job placement.

Logframe Overall, we found that the outcome and output indicators in the logframe accurately reflected the needs on the ground; there is undoubtedly 'room for improvement' for most. We also show in this report which questions/indexes from baseline questionnaires gave us valid measures of indicators. The table below provides a summary of the logframe indicator values at baseline (disaggregated by male and female where relevant; we highlight where we recommend an indicator be removed, modified, or added). Where we mention an indicator is a 'good indicator' we mean the indicator itself will be a meaningful way to track progress over time; however, attention should be given to the specific question / index used in order to obtain that value (also provided in the table below). The questions or indexes used for some indicators, in order to provide a more meaningful measure, may then require slight modification of the language of the indicator such that it more closely aligns with the specific time of question(s) being asked to beneficiaries.