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Women and Youth's

Action to End Poverty

ActionAid International Democratic Republic of Congo

Country Strategy Paper (2013 - 2017)

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Foreward

This document proposes a five-year strategy for ActionAid DRC for the period 2013- 2017. It was developed by the Country Programme Team following an approval by AAI, in consultation with ActionAid local programme and institutional partners and other stakeholders in the DRC.

This strategy is a result of an extensive participatory process commencing from the recommendations of a detailed country appraisal and reviews of the Democratic Republic of Congo (DRC) Country Program conducted respectively in October 2010, August and September 2012. ActionAid DRC was officially approved by ActionAid International Board in December 2010 to become a full-fledged country program of ActionAid International.

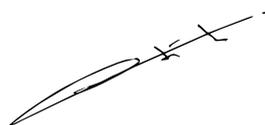
The development of this country strategic paper involved internal, external and peer reviews. The internal review conducted by staff looked at our context, program successes, gaps, lessons learnt and tried defining perspectives for the future. The external review focused more on gathering complementary information on the general context of DRC and proposed changes to work based on observed AAIDRC's niche. The Peer review also provided recommendations relevant to setting clear objectives and strategies for the future.

This strategy therefore, defines clear orientations and proposes a new organisational structure which will aid the delivery of strategic programmes and organisational objectives of AAIDRC over the five-year life span of the CSP. We wish to express our deep gratitude to those who helped to bring about this Country Strategy Paper (CSP) to its final stage. Many thanks go to the CSP committee members for their valuable contribution during all the discus-

sions that took place during the process of developing this strategy; AAIDRC partners who were an unequalled source of reference for the subjects that form the essential parts of this strategy. We are also grateful to the staff of ActionAid DRC and particularly to Adelin Ntanonga on secondment from Burundi, who was Acting AAI DRC Country Director, for provision of relevant information, contribution of ideas and coordination that culminated in the production of the CSP.

We also acknowledge the contribution of AAI through the International Secretariat represented by the Africa Country Coordination for their valuable inputs that contributed to improve the quality of this work and financial support.

Clement Kone



**Country director,
ActionAid International DRC**

List of Acronyms

Acronym	Definition
AAIDRC	ActionAid International Democratic Republic of Congo
AAI	ActionAid International
AIDS	Acquired Immune-Deficiency Syndrome
AVSI	Association for Volunteers in International Service
CAF	Country Assistance Framework
CEPGL	Communauté Economique des Pays des Grands Lacs
CIAT	Comité international d'Appui à la Transition
CMT	Country Management Team
COMESA	Common Market for Eastern and Southern Africa
CP	Country Programme
CSO	Civil Society organization
CSP	Country strategic paper
DFID	UK Department for International Development
DSCR	Document Stratégique de Croissance et de réduction de la pauvreté
ECCAS	Economic Community of Central African States
GBV	Gender Based Violence
HIPC	Heavily Indebted Poor Country
HIV	Human Immune-Deficiency Virus
HR	Human Resources
HRBA	Human Rights Based Approach
HROD	Human Resources and Organisational Development
ICGLR	International Conference of the Great Lakes Regions
IDP	Internal Displaced People
INGO	International Non-Governmental Organisation
IT	Information Technology
LRP	Local Right Programme
MONUSCO	Mission de l'ONU pour la Stabilisation du Congo
NGO	Non-Governmental Organization
PAP	Priority action Plan
PRGSP	Poverty Reduction and growth Strategy Paper
PVA	Participatory Vulnerability Analysis
REFLECT	Regenerated Freirian Literacy through Empowering Community Techniques
SADC	Southern African Development Community
SIDA	Swedish International Agency
SGBV	Sexual and Gender-Based Violence
SMT	Senior Management Team
SOS	Save Our Souls
STAR	Societies tackling AIDS through Rights
STAREC	Stabilisation et Reconstruction de l'Est du Congo
STI	Sexual transmitted Infection
USAID	United States Agency for International Development
VAW	Violence against Women

Executive Summary

This country strategy paper, closely aligned to the AAI's strategy 2012-2017 "People's Action to End Poverty" is developed based on recommendations from the AAIDRC programme review conducted in 2007, DRC country appraisal of 2010, the external, internal and peer review conducted in 2012. It also aligns its objectives with the DRC Poverty Reduction and Growth Strategy Paper (PRGSP).

The Democratic Republic of Congo, DRC is ranked as one of the poorest countries in the world despite its immense natural resources. More than 71%¹ of the population live below the poverty line. The endemic poverty is intensified by recurring conflicts with the attendant absence of peace and security as is prevailing now in the Eastern region. This situation is further compounded by lack of employment, difficulty in accessing vital social services and injustice. In 2011, DRC ranked tenth from the bottom in the Human Development Index and now stands at 187/187.

Apart from the conflicts which have rendered DRC a fragile state, lack of infrastructures, has held back development in many areas and extremely raised high costs of production. Electricity connections are limited to urban areas; access to safe water is limited. Women bear the brunt of the effects of poverty across the country.

In addition to decades of mismanagement, weak governance, corruption and armed conflicts, DRC's experiences with natural disasters have further pushed the citizens deeper into poverty.

¹ <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/DRC%20-%20FSF%20-%20Eligibility%20for%20supplementary%20support.pdf>

It is this scenario that AAIDRC seeks to respond to in this new strategy, which will guide the country programme for the next five years starting 2013.

We have prioritised three objectives, all of which are centred at working with the people, especially women, girls and the youth to bring an end to poverty. We will in the period of the execution of the strategy also focus on works with government and its agencies as part of our efforts at addressing capacity needs of both the demand and supply ends of delivery of rights enabling services and facilities.

Strategic priorities and objectives:

Based on the context of the DRC, AAIDRC's Country Strategy Paper will focus on the three following mission objectives which we have aligned to AAI's strategy:

- Increase children (girls and boys) access to quality education and support youth initiatives for meaningful participation in the local development and poverty eradication processes;
- Contribute to the establishment of a conducive environment where the poor and excluded people, particularly women and youth can participate meaningfully in governance processes in order to hold authorities accountable;
- Contribute to the reduction of sexual and gender-based violence against women, and improve their productive and reproductive rights.

We will also use the conflict sensitive programming approach to ensure that our programmes are sensitive to and respond to effects of conflict and contribute to peace building.

To ensure quality implementation of the strategy and organisational health we will strengthen our Human Resources and Organisational Development (HROD), intensify efforts at resource mobilisation, improve management of our finance, improve our M&E system and mechanisms for tracking, documenting and sharing learning; improve IT infrastructure and connectivity and communicate our impact.

In the last five years AAIDRC has raised up to three million GBP from donors. Over the next five years, we intend to increase our unrestricted funding up to 60% from institutional donors and funding affiliate countries, scale up our child sponsorship scheme and achieve optimal ten thousand child supporter links.

Major risks that may threaten the implementation of this strategy in the period envisaged include on-going armed conflicts in most parts of the DRC, state sensitivity and negative reaction to identification and denunciation of human rights violations; and poor governance characterised by corruption and lack of transparency in public expenditure that result in government's inability to deliver basic services.

A monitoring and evaluation system with clear indicators and methodology for tracking changes as suggested by the AAI global monitoring framework and ALPS will be incorporated into this CSP.

1.0 Introduction

Rooted in a right-based approach to programming and in tandem with AAI's strategic priorities, AAIDRC's focus since 2003 has been on women's rights, the right to education, the right to human security in conflict and emergencies, and the right to life and dignity in the face of HIV/AIDs.

Women's rights work targets issues around violence against women, women's access to justice, advocating for women's improved participation in governance and having voices in peace building.

The right to education focuses on securing constitutional rights to education and advocating for universal access to quality education for all through increased government and donor financing for education.

Human security addresses poor people's access to appropriate assistance and basic services during conflicts and emergencies.

Our HIV/AIDS programme focuses on sexual and reproductive health as well as the connection between HIV/AIDS and violence against women.

This five-year CSP presents a vision of change and broad programmes that AAIDRC would like to bring about and implement within the DRC context in solidarity with people living in poverty within the period running from 2013 to 2017. This strategy is the first CSP being developed after the transformation of DRC Country Program into a full-fledged country program in December 2010.

This strategy paper takes into account issues and recommendations from an external

review and a peer review conducted in 2012. Two external consultants were engaged to undertake the external review, to elicit complementary information on the general context of DRC, propose changes to work on, set clear strategic orientations and propose a new organisational structure which will better deliver the strategic programme and organisational objectives of AAIDRC over a period of five years. The external review findings were validated during the peer review led by ActionAid International.

This strategy entitled "Women and Youth Action to End Poverty" is evolving in the context of AAI new strategy entitled "People's Action to end poverty". This strategy has adopted an integrated approach focusing on programmatic objectives in order to address the identified issues in holistic perspective. The HRBA programming approach has been used to ensure the strategy alignment to AAI programming requirements. In this strategy we explain clearly how we believe change will happen in the DRC and what our unique role and approach will be in bringing about change. Being the majority groups in DRC and the most affected by the structural causes of poverty, women and youth will play key roles in the efforts at bringing about change in DRC within the strategic period. Therefore, ActionAid DRC will ensure that these groups are empowered to challenge power. Thus, it will raise their awareness, strengthen their organisations, build their conscience, support their campaign and work in solidarity with relevant stakeholders, so that women and youth can significantly play their role as agents of change.

2.0 Context Analysis

2.1 Socio-Political context

The Democratic Republic of Congo (DRC) is the second largest country in Africa by area (2,345,410 km²) and the eleventh largest in the world. With a population estimated to be more than 71 million in 2011,² DRC is the eighteenth most populous nation in the world, and the fourth most populous nation in Africa as well as the most populous Francophone country. DRC is home to vast natural resources, especially mineral wealth. Nevertheless, due to its history of political instability and conflicts since independence from Belgium in 1960, DRC is one of the poorest countries in the world. There are nearly 400 tribes represented in the DRC.

The endemic poverty in DRC is due to armed insurrection and insecurity in parts of the country. Other contributory factors include lack of strong governance, injustice, high rate of unemployment and weak vital social services (safe housing, school and health infrastructure). DRC as indicated in the 2011 Human Development Report of the UNDP is at the bottom of the ladder of development globally. Of 187 countries worldwide, DRC came as the 187th least developed. The nation obviously fell abysmally short in the ratings in internal equalities in health, education and income, and it undeniably has also not done well over the years in the Multidimensional Poverty Index and the Gender Inequality Index which are other composite indices drawn from national averages in schooling, life expectancy, and per capita income.

A democratic constitution was adopted in 2006, which heralded the first democratically elected government after over thirty years of dictatorship. However, the state of insecurity

occasioned by internal armed conflict and cross-border conflicts with neighbouring country have made it impossible for the people of DRC, especially the poor and marginalised to experience anticipated development from the new democratic system.

The eastern DRC, especially the Kivu Provinces bordering Rwanda have remained volatile. The tension between DRC and its neighbours has also not abated. Despite a Tripartite Plus agreement signed with neighbouring countries, the DRC continues to experience cross-border disagreements with Sudan, Angola, Rwanda and Uganda with end in sight. Apart from the large scale displacement of people, women have been subjected to horrific experience in the conflict zones due to high incidence of rape.

While the Eastern DRC still gives concern due to the presence of militias still active there, the people's desire for peace is evident. NGOs and the current government have also intensified efforts at responding to the people's aspiration. The on-going democratisation is one of the factors that hopefully could impact more on the efforts at ending the crisis

In spite of the democratisation process, the state of political intolerance however has remained high and a major drawback on whatever successes are being recorded. CSOs are often threatened, are attacked, or risk assassinations whenever they stand in defence of human rights. Attacks on the media are also rampant. In spite of this, CSOs have however gained some measure of recognition and legitimacy as political actors in DRC.

² Human Development Report, 2011

DRC has opened up itself to the international community and this change resulted in restoration of diplomatic relationships with its neighbours, revitalization of CEPGL and the entry into different regional economic or political organizations (SADC, COMESA, ECCAS, and ICGLR).

There is a conscious effort in national planning to transit from emergency to development. However, the funding environment for the development sector is still poor as much effort is still directed at humanitarian interventions.

The government Stabilisation/development agenda made up of International Security and Stabilisation Support Strategy (ISSSS), which is an international community's framework, and the Stabilisation and Reconstruction Plan for Eastern DRC (STAREC), designed by the Congolese state, have not impacted on the polity or show sign of impacting on the conflicts

2.2 Economic context

Due to progress made on fiscal reform³, the GDP growth rate put at 7.7 percent in 2003 rose to 16 percent in 2009. However, in the same year, annual inflation which averaged 14.5 percent between 2003 and 2008 rose to 100 percent in April 2009. This followed a sharp depreciation of the Congolese franc against the United States dollar. Due to a brief spell of prudent monetary and fiscal policies, the inflation rate declined to 15 % at the end April 2010.

The extractive industry, especially mining sector, remains largely unregulated. The DRC's vast natural resource endowments continue to attract the attention of foreign interests and its regional neighbours. This exacerbates the conflicts in the country, particularly in the Eastern region. This follows the typical case of resource rich countries in Africa being in perennial turmoil and growing poverty and vulnerability due to the extraction of resources by external players.

2.3 State of poverty in the DRC

As indicated in the national poverty reduction and growth strategy paper, the nature of poverty in DRC is complex and multidimensional and it has cultural, economic, political and social facets. The level of poverty differs from one person to another or from one household to another and varies from province to province. In addition, poverty perceptions differ depending on the specific social group concerned.

Poverty in the country is tied to inequality widespread and endemic in the political,

³ See African Development Bank Group, Democratic Republic of Congo Result Based Country Strategy Paper 2008-2012, January 2008.

social and economic domains within the DRC. There is a huge imbalance in distribution of the national wealth between provinces and between men and women. Although the national incidence of poverty is 71%, some provinces are affected more than others. The spread is stated as Equateur (93.6%), Bandundu (89,1%), South Kivu (84,7%), and North Kivu (72,9%). Poverty is most severe in the DRC's rural areas where people are more isolated and with less investment opportunities. Poverty has remained the causes and consequences of human right violation including denial of women's right, right to education, right to dignity in the face of conflicts, etc.

Though government has worked on a plan to fight poverty as articulated in Document Stratégique de Croissance et de réduction de la pauvreté (DSCRCP). The Strategy Document for Growth and Reduction of Poverty (DSCRCP) is designed as a compass to fight poverty and improving the quality of people's life. Although we acknowledge efforts at implementing the strategy, poverty has however, not been reduced due to poor governance, limited capacities and lack of coordination of the interventions of development partners.

2.4 Women's rights and GBV⁴

Article 14 of the Constitution⁵ provides that "the State shall have the duty to ensure the elimination of all forms of discrimination against women and ensure the respect and promotion of their rights." The State must "take measures to address all forms of violence against women in public and private life", and assure the "full participation of women in the development of the nation" particularly guaranteeing the "right to significant representation in national, provincial and local institutions". The State must guarantee the application of the principle of parity between women and men in these institutions, by regulating the application of these rights.

The DRC is also signatory to various international and regional legal frameworks specific for the protection of women and young girls' rights, including the Convention on the Rights of the Child and the Rome Statute of the International Criminal Court. The DRC government adopted the "Solemn Declaration on Gender Equality in Africa" in 2004 thus proposed to monitor on gender mainstreaming. The DRC in 2009, ratified the Protocol on the Rights of Women in Africa. The DRC also signed the SADC Protocol on Gender and Development, a legally binding agreement compelling it to hasten efforts towards gender equity in the country.

However, all these legal frameworks are not having an impact on the lives of women, as the law is not often implemented, and only sometimes applied for those who could afford to pay to enjoy their rights.

4 More details are provided in "gender inequality and social institutions in the DR-Congo by Annie Matundu Mbambi (WILPC DRC) and Marie-Claire Faray-Kele (WILPC UK), April 2010.

5 DRC constitution was adopted in 2006 and set guiding principles for promoting women's rights

The analysis of the current context in the Democratic Republic of Congo (DRC) makes obvious the existing persistence gender imbalance in all the domains of economic, social, cultural and political development. While Congolese women constitute 53% of the DRC population, more than 60% of Congolese women live below the poverty threshold against 51.3% of men.

Furthermore, women in DRC have suffered from different forms of violence including sexual violence perpetuated by civilians and armed groups particularly in the Eastern Provinces of the country. The threat and use of physical violence have become part of the daily landscapes for girls and women, with rape being commonly used as a tactic of war. The consequences of this has led to death, HIV and other STDs, obstetric fistula, trauma and forced displacement.

In addition, the situation of gender-based violence; particularly domestic violence on women and young girls is very worrying. Collected national data on various forms of Violence against Women (VAW) demonstrates how it strongly correlates with under-development (human, economic, social and infrastructure). These statistics show how women are vulnerable, and they illustrate the numerous abuses committed by men against women because of the dominant position conferred to men by the society and the inferior status imposed on women in the DRC⁶.

2.5 Education and youth

In November 1995 the UN General Assembly adopted the World Programme of Action for Youth to the Year 2000 and beyond. The UN resolution has identified 10 priority areas in the programme namely, education, employment, hunger and poverty, health, environment, drug abuse, juvenile delinquency, leisure-time activities, girls and young women, and the full and effective participation of youth in the life of society and in decision-making. The Eight Millennium Development Goals agreed on by world leaders in 2000 also prioritised among other things, achievement of universal primary education, eradicating extreme poverty and hunger. All of these are urgently relevant to youth in the DRC than anywhere else.

In 2003, DRC drafted a youth policy with structures and measures at national, provincial and local levels to support and promote youth initiatives. These include National Youth Council, National Commission for monitoring and supporting Youth Initiatives.

All of these were set up to support and promote youth initiatives. A fundraising unit is expected to mobilise funds to support youth initiatives and programme for youth participation and youth organisations in the fight against poverty. Despite these efforts, the DRC government and other youth serving actors have not been able to provide sufficient material and financial support to realise the aim of these youth initiatives.

Though efforts have been made since independence to increase access to education, impacts of these have not been as expected due to aforementioned under funding.

⁶ Annie Matundu Mbambi (WILPF DRC) and Marie-Claire Faray-Kele (UK WILPF), Gender inequality and social institution in the D.R. Congo, April-December 2010.

According to 2010 estimates, gross enrolment rates were 90.76% for primary education, 36.5% for secondary education and 4.6% for higher education. At all levels of education, males greatly outnumber females. The elite continue to send their children abroad to be educated, primarily in Western Europe”.

Children from poor households and others vulnerable children are the most affected by this situation. They are sometimes interrupted from school to undertake small business in order to take care of sick parents and relatives. The impact is greater on girls who more often become primary care givers of parents and relatives and who are less likely than boys to be educated when household income falls. This puts them at greater risk of getting infected by HIV; engage in drug abuse, juvenile delinquency, leisure-time activities, etc.

Access to quality public education is still a huge problem in the DRC. More than 25% children of primary school age are not attending school and only 32% are attending secondary school. The reasons include poverty of parents and lack of adequate infrastructure. In fact parents still pay education fees to support the payment of teachers' fees and contribute to the school running cost. Thus, 49% of young women from 15-24 years are illiterates.

Because education system is sustained by parent's contribution the poor are excluded. Literacy rate stands at 29.5% mainly due to poverty especially in the rural area. The government though has officially taken the decision to eliminate school fees, this is yet to materialise.

About 60% of youth are found in the street, with limited access to vital productive resources⁷.

7 www.pole-institute.org/documents/Jeunesse%20RC-n%B024.pdf

These do not participate in decision making process because of lack of adequate skills. Majority of them have not completed both secondary and post-secondary studies, and have been easy recruits of various militia groups operating in the DRC. Most of the youth who finished their university education have not found jobs because of limited job opportunities. Those who have adequate knowledge and skills have chosen to migrate to others countries in search of good job⁸

2.6 Human Security

Human security in the face of conflict and emergencies has been a major issue of concern in the DRC. The root cause of continued instability in the Congo is the result of four inextricably linked factors.

- The absence of a fully functioning state: The DRC consistently ranks among the highest countries on the Failed State Index with over 50 per cent of the state budget supplied by the IMF, World Bank and African Development Bank (Foreign Policy 2011).
- The Fragility of state power impedes reform of state institutions.
- DRC has histories of attempted coups, which creates stress and deepens paranoia of leadership. Resistance to reform is both a way for those in government to dominate – the practice of dividing and conquering, but also, critically, one of self-preservation and a way of placating others for whom reform could jeopardise entrenched interests and provoke actions leading to their own demise.
- Tensions over land, citizenship and the

8 Eliminer la pauvreté d'ici 2015, Objectif de millénaire pour le développement, Rapport pays 2010

control of space, including, critically, the natural resources within a given area.

- These tensions are inextricably bound to issues of identity and belonging, and often have a strong ethnic dimension that fuels mutual suspicion. Tensions over land have been complicated by historical and present-day patterns of displacement and migration leading to clashes between 'indigenous' and 'migrant' communities, and, related, demographic pressures that intensify competition.
- The externalisation of neighbouring instability, and, in particular, that of Rwanda. The weakness of Congolese institutions and the country's porous borders has enabled the flow of people and goods, including arms, from around the region, compounding pre-existing tensions. From the influx of over one million refugees into eastern parts of then-Zaire following the Rwanda genocide in 1994 to the continued presence of the Forces Démocratiques de Liberation du Rwanda (FDLR) and the advent of new armed groups hostile to the regime in Kigali, much of the violence in Eastern Congo has been the exportation of Rwanda's political instability onto foreign soil.

2.7 Government's Response to Poverty

To reduce the incidence of poverty, government in DRC embarked on a seven-year action programme that ended December 2008 under the implementation of the PRGSP. The programme's aim was to improve access to social services in health, education, water and sanitation; reduce vulnerability and reach the HIPC⁹ initiative completion point.

9 HIPC, Heavily Indebted Poor Countries Initiative was launched in 1996 by IMF and World Bank to ensure that very poor countries no longer carry debts they cannot carry. In

A second generation of PRGSP has been rolled out for the period 2011 to 2015. This has been followed up with the development of sectoral strategies by the Ministries of Health, Environment and Education to support the achievement of the MDGs by 2015. However, achievement of the MDGs remains a distant dream for Congolese people.

2.8 Civil Society Response to Poverty

Civil Society has been extremely active and has been involved in actions aimed at changing the poverty trend in DRC. Among their activities are development projects to alleviate poverty and improve access to basic services, observance of human rights and lobbying for democracy. But these activities are undermined by poor governance and the issue of politicisation of the civil society as political ambitions have become a driving force for civil society leaderships. Consequently, civil society has lost much of its capacity and credibility to act as pressure group for the rights of the poor. In addition to local CSOs efforts, tremendous contributions have been made by INGOs in complementing government work in delivering basic services and advocating for the respect of human rights of the poor and vulnerable persons in the DRC

WWAAIDRC achievement, challenges, lessons and best practices: Looking backward¹⁰

1999, a comprehensive review of the Initiative allowed the Fund to provide faster, deeper, and broader debt relief and strengthened the links between debt relief, poverty reduction, and social policies.

10 More details can be read in 2010 DRC appraisal report.

3.0 AAIDRC achievement, challenges, lessons and best practices: Looking backward

3.1 Program achievement from 2002 to 2011

Solidarity, networking and active support for people's cause and campaigns have been our forte as an organisation. ActionAid DRC has been actively involved in social mobilisation and activism activities with partners and other stakeholders. Our Policy Researches have been mainly carried out to highlight issues in the DRC context to the International Audience and as foundation for pro-people, pro-poor alternatives. Since 2002, we have been part of the push for transformations in the system, review of attitudes and cultural changes. We had marched through tow, on the International Women's days, during the 16 days of activism, on World AIDS Days, the days of the African Child, and the International days for Education, with other agencies of the civil society to make critical demands.

The DRC CP had carried out interventions linked to peace building and humanitarian relief support for displaced people, distributing non-food items (NFI) and agro-inputs including seeds to displaced people in order to support livelihood.

Gender equality and women's right has been priority for us. Many women benefited from adult literacy through REFLECT circles. 901 adults, specifically women were able to vote without assistance after receiving writing and reading skills through REFLECT. This investment in adult literacy and civic education has impacted more on the promotion of women participation in political leadership at various levels. ActionAid in the DRC, with partners, further empowered women on domestic relations, recognition and legalisation of marriage unions.

3.2 Challenges

- Ensuring and maintaining high income levels at CP level leads to the effective implementation of high impact programmes and also provides for the CP to meet community, staff, and programme and organisational commitments. However this could also only be realised and sustained with the acquisition by staff and local partners of the requisite skills and knowledge in fundraising and the proper management of donor contracts.
- Most of the national CSOs are weak and still need a lot of support both on technical areas and institutional building. They expressed this during a self-assessment exercise and during PRRPs. Whereas the CP has tried to meet these needs, building on initial supports was impossible due to the fact that ActionAid could not sign any long term MOU as it was not a full-fledged country programme. Therefore, there are still gaps in capacity building (institutional and technical)
- AAIDRC emergency response over the years to meet immediate needs of local communities affected by conflict resulted in people becoming more dependent on AA for direct material assistance rather than building local resilience. It is therefore necessary for AA to strengthen its HRBA in this strategy so that capacities are built amongst communities for resilience and sustainable development.
- The partnership concept seems not to be well internalised since most CSOs look up to ActionAid to provide e.g. funding, training and do not seem to understand their role in this arrangement.

- One of the major challenges is the use of sponsorship funding in the eastern part of the country where the security remains unpredictable and affects the stability of the sponsored children and their families, which is basic to sustaining child sponsorship scheme.

tional donors to meet both emergency and development needs within the operational areas)

3.3 Key learning

- The country strategy paper and M&E framework are key documents to enhance CP accountability and programme quality. There is need to make up for the initial years of operation covering 2002 to 2012, when the CP did not have a strategic plan, but was guided by a set of one and three-year projections approved by AAI regional office; and had no a detailed M&E framework and long-term indicators to measure progress against.
- Updating AAIDRC's local partnership policy and assessment tools is critical to help identify competent partners to work with in order to support effectively the implementation of programme activities and overcome misunderstanding that have the potential of resulting in court action, especially when contracts/ MOUs are to be terminated due to integrity issues.
- Regular monitoring and working together with local partners would ensure the early identification of partner's capacity gaps or problems and resolving them.
- One of the major learning is the need to support the sponsorship works with institutional funding on the basis of conflict based programming response. (AAIDRC needs to mobilise more funding from institu-



Since 2002, we have been part of the push for transformations in the system, review of attitudes and cultural changes”

4.0 Our identity, Vision, Mission and Values:

4.1.1 Our identity:

AAIDRC is a Country Programme of ActionAid International. ActionAid International's operation in the DRC which commenced in 1987 was in response to emergency relief need of Burundian refugees who had crossed into Uvira in Eastern DRC as a result of the civil war in Burundi.

After this first intervention in the Eastern DRC, AAI officially commenced operations as a DRC-based agency in June 2003 with an emergency initiative to respond to the 2002 Nyiragongo volcano eruption. Staffs seconded from three neighbouring AAI Country programs of Burundi, Uganda and Rwanda led the relief support to displaced people. In June 2006, AAIDRC became a legal entity by officially registering as a national organisation operating in the DRC. We have since expanded our operations to 15 locations in North and South Kivu Provinces that are home to an estimated ten million people. We have also established a

functional Liaison Office in Kinshasa.

ActionAid is better known in the DRC for its participatory approach, its passion for community empowerment and solidarity with the poor. We are also recognised for our values which include humility, transparency and solidarity. AAI is also appreciated in DRC as a pro women organisation, having emphasised more on women's rights in all its interventions.

In December 2010 AAIDRC became a full-fledged Country Program of ActionAid.

4.1.2 Our Vision:

Our vision is "a world without poverty and injustice in which every person enjoys their right to a life of dignity"

4.1.3 Our Mission:

Our mission is "to work with poor and excluded people to eradicate poverty and injustice"

4.1.4 Our Values:

Our values as defined in our charter of association and in the AAI constitution are the following:

MUTUAL RESPECT,

- requiring us to recognise the innate worth of all people and the value of diversity.

EQUITY AND JUSTICE,

- requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion.

HONESTY AND TRANSPARENCY,

- being accountable at all levels for the effectiveness of our actions and open in our judgments and communications with others.

SOLIDARITY WITH THE POOR,

- powerless and excluded will be the only bias in our commitment to the fight against poverty.

COURAGE OF CONVICTION,

- requiring us to be creative and radical, bold and innovative – without fear of failure – in pursuit of making the greatest possible impact on the causes of poverty.

INDEPENDENCE

- from any religious or party-political affiliation.

HUMILITY

- in our presentation and behaviour, recognising that we are part of a wider alliance against poverty.

4.2 Our theory of change

“AAIDRC believes that change can happen by working with women, youth and children through empowerment, solidarity and campaign to challenge power imbalance”.

AAIDRC will work with women, youth and children, so as to unleash their power to make change happen in the DRC. To make this happen, we will put in all efforts to ensure that women and youth and their organisations with which we work are significantly empowered to critically analyse their situation, use their power within, through advocacy and campaign in order to challenge attitudes, practices and laws which constrain their development.

We shall reinforce their leadership so that they could become change agents. We will also build the capacity of our staff and our partners so that they could support local CSOs and public services to leading changes at community level.

Where possible, we will connect local to national, regional and international in regards to the Country Program mission objectives to ensure the achievement of CSP's objectives through collectives actions.



women
youth &
children
empowerment”

4.3. How we work

4.3.1 Human Right-based Approach

(HRBA)

AAIDRC's approach is based on the ActionAid International's human right-based approach (HRBA). This means that basic needs are stated as basic rights that people should claim from the state.

We believe that an end to poverty and injustice can be achieved through purposeful individual and collective action, led by the active agency of people living in poverty and supported by solidarity, credible rights-based alternatives and campaigns that address the structural causes and consequences of poverty. Our main role is strengthening the capacity of human right organisations and activists who in turn support the people living in poverty to claim their rights from duty bearers including the government.

AAIDRC also works in solidarity with human rights activists to ensure that the State representatives are aware of their role as primary duty bearers, and they in turn benefit from the AAIDRC capacity building activities including training, exposure/visits and experience sharing, policy formulation, advocacy at the community, national and the international levels.

These stated approaches will be sustained and improved on by:

- Developing participatory innovative and integrated programmes that involve sponsored children in order to influence changes in the lives of the community, the

- women, youth and the children
- Continuously invest in building the capacity of our key stakeholders including children, youth and women in order to equip them with necessary knowledge, skills, behaviour and attitudes that will help them contribute to the intended changes.
- Empowering our partners through our participatory approaches, ensuring their active involvement in the design, execution and monitoring of all programmes activities. We will also strengthen local CSOs that represent people living in poverty.
- Working in solidarity with networks, alliances, and organisations committed to poverty eradication.
- Supporting campaigns leading to influencing policy, practices, attitudes and behaviour change at local, provincial, national and international levels.
- Providing technical support and capacity building to strategic partners with whom we work together in alliance to influence duty bearers.

4.3.2 Participatory approaches

The Country programme has been implementing AAI's participatory methodologies and approaches including REFLECT for development and adult literacy, STAR for tackling AIDS through Rights, PVA for involving vulnerable people to address their vulnerability especially in the situation of disasters and in fighting against VAW, ELBAG for empowering community to track budget; etc.

4.4 Who we work with

ActionAid DRC works with a variety of rights holder groups, especially women's groups, civil society groups, movements and other key government stakeholders.

As women, youth and children are the most hit by poverty, we are specifically committed to working with them and making sure we promote women's rights across all our work. We have instituted broad based partnerships with parent's organisations, the teachers' union, children's parliament and public agencies.

During this CSP period, we will develop long term engagement with the people and communities living in poverty. In particular we will support rural women, people living with HIV and AIDS, landless people, marginal and small-holder farmers, especially women farmer groups, people with disabilities, displaced people, and other groups suffering from social discrimination and poverty.

This strategy commits us to working with young people so as to promote transformational leadership. We will continue our support to Children's parliament, local and national youth and women organisations to strengthen their capacity to fight all human rights violations that women, children and youth face.

We will work with relevant partners and networks to support and strengthen active participation and leadership of women in society. Leadership roles of women will be increased and promoted both politically, through local government positions as well as through initiatives at local, traditional and household levels.

4.5 Where we work

About 80% of the poor and excluded people live in rural areas; therefore our focus has been mainly on rural Local Right Programmes (LRPs). AAIDRC is currently working in North Kivu and South Kivu Provinces.

AAIDRC will lay emphasise more on its development work in stable geographical areas like South Kivu and Kinshasa while investing more in emergency response preparedness in volatile regions such as in the North Kivu province.

During the coming five years, we aim at starting up small scale interventions in urban areas to tackle urban poverty. For this we will work in the most vulnerable areas in selected metropolis. We will strengthen and deepen our policy work and interact with institutional donors, CSOs and government at the national level.

5. Strategic direction from 2013-2017

This strategy links into AAI global strategic mission ambition to ensuring lasting change for the populations we are working with and is consistent with ActionAid's vision. It also links into the DRC Poverty Reduction and Growth Strategy Paper of second generation (2011-2015).

Thus, based on the context of the DRC, AAIDRC's Country Strategy Paper will focus on the three following mission objectives which have carefully been aligned to AAI's strategy:

- Increase children (girls and boys) access to quality education and support to youth initiative for meaningful participation in the local development and poverty eradication processes;
- Contribute to the establishment of a conducive environment where the poor and excluded people, particularly women and youth can participate meaningfully in governance processes in order to hold authorities accountable;
- Contribute to the reduction of sexual and Gender Based Violence against women and improve their productive and reproductive rights

Through the above objectives, the CP will play active roles in the following AAI changes promises and campaign:

- Increased access to quality education (change promise 5)
- Youth have been empowered to be activists and agent of change (change promise 6)
- Reduced sexual and Gender Based Violence (change promise 9 and safe cities campaign)
- Marginalised peoples including women

have access and control over Land and others resources(change promise 9,1 and land grab campaign)

In addition, the CP will play limited role in the following change promises

- Improving state accountability and participation of youth and women into decision making spaces(change promise 3)
- Responding to the needs of communities affected by natural and man-made disaster (change promise 8)
- Building community resilience living in the context of natural and man-made disaster (change promise 7)

The CP will also integrate some work on women' access to land (change promise 1) and sustainable agriculture (change promise 2) into the objective related to SGBV (objective 3 of the CSP).

5.1 Our Strategic Objective 1

Based on our context and availability of resources, AAIDRC will pursue the following 3 objectives:

Objective 1:

Increase children (girls and boys) access to quality education and support youth initiatives for meaningful participation in the local development and poverty eradication processes

In spite of much-vaunted government education and youth empowerment programmes, there has not been much progress in securing the future of young persons and their participation in governance. Still prevalent are lack of quality education, low literacy skills of parents, few job opportunities for youth, insufficient material and financial support to youth initiatives by government and other actors serving children organisations, inadequate knowledge and skills among youth to meet job market requirements.

AAIDRC believes that enhancing the quality and relevance of, and ensuring equitable access to education for all will further strengthen DRC's skill-base, foster active citizenship, and reduce poverty.

Education will act as a catalyst for poverty eradication by empowering women, men and youth to demand their rights within their communities.



Education will act as a catalyst for poverty eradication by empowering women, men and youth to demand their rights within their communities.”

Providing Alternatives

Using AAI's Promoting Rights in School's framework AAIDRC will contribute to increased access to improved quality primary education expressed in terms of high enrolments and retention rates, improved teaching-learning environment, improved teacher motivation. In advancing alternatives, children and youth themselves would have become active citizens committed to ending poverty and injustice. In the local communities in 7 LRPs and 3 funded project areas where we will work to abolish outdated beliefs, values, customs and practices especially those that act as barriers to girl-child education.

Promise

By 2017:

- 20,000 children (50% of them girls) in communities where we work enjoy the 10 rights of the PRS charter.
- 25,000 girls and boys benefit from national and international campaigns which aim to reform policies and practices that secure the right to improved quality of schools, leading to social transformation (increase education budget, free primary school, combat violence against girl in school, etc.)

Key indicators

- Number of children enjoying the 10 rights of PRS charter
- Change in attitudes and behaviours on beliefs and taboos on girl-child education, earlier marriage, etc.

Key actions

- Popularise PRS in schools, LRP areas and to decision makers

- Support our partners, local and national networks and stakeholders to develop advocacy strategies against key and common issues affecting the education sector such as low education budget (less than 6% in 2011), weak integration of sexual reproductive health rights into school curriculum, including monitoring the financing and expenditure of related budgets, etc.
- Support campaigns that seek to challenge attitudes and beliefs towards education, especially of the girl child at community and other levels.
- Set up a tracking mechanism for sponsored children's access to, retention in and success in school;
- Support participation of sponsored children in the planning; review processes and in the implementation of child appropriate projects.

Providing Alternatives

In furtherance of the objective of World Programme of Action for Youth in the year 2000 and beyond, AAIDRC will provide support for youth activists to mobilise in movements to end poverty and injustice

Promise

By 2017:

400 youth leaders and 100,000 youth activists are mobilised in movements and taking actions to end poverty and injustice

Key indicators

- Number of active and functional youth movement and networks actively involved in fighting poverty and injustice
- New reformed policies in favour of youth

Key actions

- Support the development of activists, especially youth, movements and their networks
- Support youth policies reform with the purpose of influencing current social and economic conditions and the well-being and livelihood of future generation. In fact based on the DRC context, there is special need for new impetus to be given to the design and implementation of youth policies and programmes at all levels.



5.2 Our Strategic Objective 2

Based on our context and availability of resources, AAIDRC will pursue the following 3 objectives:

Objective 2:

Contribute to the establishment of a conducive environment where the poor and excluded people, particularly women and youth can participate meaningfully in governance processes in order to hold authorities accountable.

DRC is widely known as probably the most mineral-rich part of Africa, and the phrase “resource curse” is particularly apt, since the conflicts that have engulfed the country since 1997 and have caused millions of deaths is driven by the quest for mineral wealth. The country has a body of laws protecting women’s rights to land and guaranteeing citizens other rights, enforcement of these laws and other policies have however been in the deficit. AAI-DRC will take advantage of existing strong governance experience across AAI to widen the already existing engagement in policy. Our governance work would focus on key policy and advocacy issues (at local, national and regional levels) such as VAW, land rights, free education, youth related policies/laws, etc., strengthening governance structures, budget tracking, etc.



Our governance work would focus on key policy and advocacy issues...”

Providing Alternatives

Improving state accountability and participation of youth and women in decision making spaces would be prioritised. Efforts will therefore be geared at ensuring increase in women and excluded communities holding government to account and government in turn becoming more transparent and accountable for public service provision and financing – or natural resources management.

Promise

By 2017:

- 1000 women and 3000 youth are participating in decision making spaces in the 7 LRPs
- 50 communities of our 7 LRPs promoting parity and gender equality initiatives at different decision making spaces
- 10 women and 10 youth organisations taking actions to ensure that public services are equitable and gender responsive in policies, plans and actions of the state and or development partners

Key indicators

- Number or percentage of women, youth in the decision making spaces
- Women and youth initiatives influencing

equitable services and gender sensitive in policies, plans and actions

Key actions

- Conducting a baseline study on women and youth's political leadership and women's/youth representation in decision-making bodies at local and national levels
- Support the development of critical actions to engage with the state to open more spaces for women and youth to participate and influence political decisions; and to hold government accountable for the limited spaces given their legislative commitments and obligations
- Support gender-responsive budget tracking on healthcare, sexual reproductive health, education and agriculture
- Support dialogue/spaces for women, youth and excluded communities to hold government to account
- Support advocacy with evidence from the budget tracking to hold authorities to account

5.3 Our Strategic Objective 3

Based on our context and availability of resources, AAIDRC will pursue the following 3 objectives:

Objective 3:

Contribute to the reduction of Sexual and Gender Based Violence against women and improve their productive and reproductive rights

In the DRC, the situation of gender-based violence; particularly domestic violence on women and young girls is very worrying. Collected national data on various forms of Violence Against Women (VAW) demonstrates how it strongly correlates with under-development (human, economic, social and infrastructure). Statistics show¹ prevalence level of women vulnerability, they illustrate the numerous abuses committed by men against women because of the dominant position conferred on men by the society and the inferior status imposed on women in the DRC.

¹ Congolese women constitute 53% of the DRC population, but more than 60% of Congolese women live underneath the poverty threshold against 51.3% of men

“
53%
Congolese women
constitute of the
DRC population”

Providing Alternatives

Supporting women and girls to organise and mobilise against harmful traditional practices will be prioritised.

Promise

By 2017:

- 100,000 women and girls exercise and enjoy their right to safety and freedom from violence in public and private spaces
- 100,000 women and girls resist harmful traditional practices which affect negatively their bodies, sex lives, sexuality, and enjoy their right to sexual and reproductive health.
- 1,000,000 women and girls benefit from the safe cities campaigns on safety and freedom from violence, and their rights to sexual and reproductive health

Key indicators

- Number of communities with community-based protection mechanisms to safeguard
- Women, prevent VAW and ensure access to justice services;
- Number of vibrant organisation addressing issues on VAW in the community, local and national level.

Key actions

- Strengthening the capacity of community groups and CSOs for VAW monitoring and advocacy to address stigma and discrimination directed at victims, and seek justice; awareness raising and profiling of issues to force action from the authorities; and enhancing the reintegration and participation of survivors in society;
- Addressing short term practical gender needs of the survivors, focus on strategic gender needs through conscious collective action, and challenge underlying gender relations.
- Supporting analysis of the structural causes of VAW and engaging policy makers and other actors to ensure appropriate responses.

Providing Alternatives

Throughout this strategy period, we will work at ensuring increased women access and control over land or other resources in 7 LRPs and 3 funded project areas

Promise

By 2017:

20,000 women have access and control over land or other resources

Key indicators

Number of women who have access and control over land or other resources(land titles, joint ownership of lands, inheritance rights)

Key actions

- Building capacity of community and farmers organisations for evidence based advocacy information
- Support formation and strengthening of women smallholder associations and networks across all project communities, provinces and at the national level
- Mapping of land distribution to inform the land grabs campaign at LRP level and research on land policies (agriculture, mining, park...)
- Develop Land Grab strategy to inform AAIDRC campaign on land grab

Cross-cutting interventions:

Building community resilience and effective emergency response preparedness

The government has made tremendous efforts to enforce security all over the DRC. However conflict situation persists in many places, especially in the Eastern regions of the DRC, where combatants continue to violate the human rights of people almost daily. Given this situation and other vulnerabilities to different forms of natural disasters (including floods, volcanoes, earthquakes) a scaled up human security programming is imperative. We will adapt our programmes to this specific context focusing more on emergency response in the North Kivu in order to secure safety and security of the most vulnerable poor people. We will engage them in advocacy work to fight against SGBV and promote access to justice through cross border CSO's peace building initiatives.

Providing Alternatives

In the period of implementation of this strategy, we will build the capacities of local communities in risk reduction and resilience, with active and meaningful participation of women. We will also work with the communities to engage with local and national government and other relevant institutions and ensure they provide assistance to people affected by conflicts, natural and human made disasters

Promise

By 2016:
60 communities have built credible risk reduction and resilience capacities, with active and meaningful participation of women and appropriate local government systems in place.
100,000 people are supported to respond effectively to a significant conflict or disaster

Key indicators

- Number of communities with better coping mechanisms in the face of natural and man-made disasters;
- Percentage of government budget

allocated to humanitarian assistance

- Increased responsiveness of local and national government and other powerful institutions to provide assistance and protection
- Number of people supported to respond to conflict and disaster effects
- Number of cross border peace building initiatives and the number of CSO networks involved.

Key actions

- Support initiatives that address the root causes of man-made disasters in order to be pro-active and sensitise communities on causes and how to address that so that we have a strong programme to build resilience and reduce occurrences of man-made disasters.
- Support disaster preparedness, disaster management, disaster risk reduction and mechanisms from community level to existing government and non-government institutions.
- Mobilisation of LRP communities (particularly women) to lead on advocacy & influencing for policies, practices & resources for effective emergency responses, resilience and recovery.
- Support CSO networks of women and youth associations' initiatives to develop and implement cross border programmes for peace building and reconciliation



6.0 Our organisational priorities

6.1 Strengthening our HROD

We recognise that our mission, goals, strategies and priorities spelt out in the previous part of this strategy document have tremendous implication on our organisational structure, competence, systems and culture.

We also recognise that the achievement of our mission and overarching goals heavily relies on the way we organise resource and lead our team, continuously and collectively reflect and learn and manage and respond to internal and external changes. Thus, we will structure, deploy and lead all our collective efforts in a manner that ensure the realisation of ActionAid DRC's overarching goals and priorities, while also be constantly vigilant in proactively reading, responding or repositioning to critical shifts.

Additional staff will be recruited gradually to support our scaled up programme. AAIDRC will continue to commit to promoting gender equality and challenge all negative behaviour towards this core value. We will launch an internship programme for mainly young female and male graduates for future employment opportunities. Thus by 2017 our staff will increase from 31 to 52 both for regular and fixed contractual staff.

The details of staff growth are found in annexe 4 (Human resource projection).

Strengthen the delivery structure, policies, systems and procedures to enhance organisational effectiveness in pursuit of the strategy priorities

Outcomes :

Improved organisational effectiveness and efficiency High performance culture translated into standards and agreements based on competency framework.

AAIDRC has a Membership Development Plan that guides the transformation to Associates-tatus within ActionAid International Federation by the end of the strategy period.

Key actions

- Review of the organisational structure, policies, procedures and systems; translate policies into working language/in French; and Establish mechanisms for creating staff awareness of key policies
- Work with the Country Coordination Team to develop a Membership Development Plan that includes engaging in the process of assessing the legal environment as an entry point into establishing the feasibility of registering AAIDRC as a national and international NGO within DRC
- Institutionalise performance management system, linking it to organizational competency that staff would need to deliver the CSP
- Develop and implement the change management plan as a result of the organisational implications of our new country strategy.

To recruit and retain a skilled and motivated workforce that is effective in delivering the aspirations of the strategy

Outcomes

Competent and multi skilled team, who are capable of delivering effective performance in a lean structure, synergised and team working system and culture.

Skilled and motivated workforce

Key actions

- Mandatory line management training in performance management practice, Succession Planning and Career Development in alignment with Global HR Standards.
- Capacity building to ensure that staff and partners live the values and principles set in this document and have the capacity to translate the mission to action
- Conduct proper Induction for staff
- Participatory staff review and reflection
- Conduct staff and partners capacity building in HRBA and others organisational requirements
- Implement strategies to motivate and retain AAI DRC personnel including respect of personnel as a key asset for AAI DRC, capacity building, performance development, promotions, retention strategies, salary reviews and adjustments to be competitive when compared to other INGOs.
- Reinforce Staff Safety & Security Management in terms of staff capacity, security/programme integration

Outcomes

- Increased AAIDRC staff and partners safety and security
- Ensured programme continuity

Key actions

- Develop , update and roll out all the required key safety & security documents as per the Global Safety and Security Policy
- Regular risk assessments,
- Preventive and preparedness plans
- Monitoring the compliance to AAI minimum security standards.

6.2 Increase and diversify income upto £ 10 million by 2017

AAIDRC programme funding has grown steadily over the years up to GB 3 million in 2011.

Given the correlation between local donor's strategies and its strategic priorities, AAIDRC is privileged to attract funds from these donors.

AAIDRC hopes to continue accessing substantial funding from a number of in-country donors and high value incomes from affiliates countries.

The CP has also started with the Child sponsorship scheme.

Analysis of the funds raised over the last couple of six years is shown in the table below. The trend is that in 2007 the transfers including Flexible Fund were representing

48% of the income, Partnership Official 34% and Partnership others 16%. In general, from 2007 to 2012, the transfers including Flexible Fund represent 48% of income although the partnership-official income was raised from 13% in 2007 to 47% in 2012 and the Partnership-Other reduced from 37% to 13% in 2012.

Based on the income received during the past six years, the fact that AAI DRC has been approved as a fully-fledged Country Program to commence the Child Sponsorship scheme, the projection for the following years is as shown in the table below. The commitment is that the Partnership income will almost be raised to 58% while the transfers including Flexible Fund will reduce by 22% compared to the trend of the last six years and the regular income will represent more than 10% of the AAI DRC income as it is at its first years of Child Sponsorship program.

Annexes	2012	2013	2014	2015	2016	2017	TOTAL	%
Sources de financement	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Partenariats officiels	88	700	750	900	900	920	4 170	46%
Autres Partenariats	25	50	100	200	318	400	1 068	12%
Revenus réguliers générés	45	178	220	278	365	432	1 473	16%
Transfert incluant FF	766	685	555	453	378	250	2 321	26%
TOTAL	924	1 613	1 625	1 831	1 961	2 002	9 032	100%
% revenu parrainage	5%	11%	14%	15%	19%	22%	16%	
% Partenariats officiels	10%	43%	46%	49%	46%	46%	46%	
% Autres Partenariats	3%	3%	6%	11%	16%	20%	12%	
% Transferts incluant FF	83%	42%	34%	25%	19%	12%	26%	

6.3

Increase partnership income to 58%, building strong and accountable relationships with high value and institutional donors in-country and through affiliates.

Outcomes

- The programme is funded by 46% official income and 12% high value income
- Quality programming backed by a strong programme led funding plan
- Strong accountability to donors, with projects well managed and monitored demonstrating our impact
- Staff have improved capacity in fundraising
- AAIDRC has a raised profile and good reputation
- Reserve is secured at level of compliance (2-4 months)

Key actions

- Develop Donor scoping, fundraising strategy, funding planning
- Incorporate fundraising roles in each of the senior programme staff's JDs
- Building relationship with donors
- Building a strong and competitive fundraising unit through recruitment, capacity building, etc
- Making fundraising an integral part of the
- planning process that allows a programme

led approach to fundraising

- Build staff and partner capacity in fundraising and project cycle management
- Work closely with fundraising colleagues in the northern affiliate countries
- Staff and partners capacity building in fundraising, proposal development, donors contact management and reporting
- Uploading concept notes on the HIVE etc

6.4

Increase regular giving upto 10,000 supporters through our child sponsorship scheme

Outcomes

- Improved accountability to funders/ supports, communities and other stakeholders
- Improved program quality response to children priorities
- Programme staff fully involved in different child sponsorship activities

Key actions

- Include into staff JD Child Sponsorship duties
- Develop program that demonstrate links between our work and the impact on children
- Staff and partners capacity building on child sponsorship scheme
- Plan and implement joint activities between programme and Sponsorship team.

6.5

Improve management of our finance

AAIDRC has started the child sponsorship scheme and started operating at LRP level. It also aims to increase its funding basket in the course of this strategy period. Thus, improving management of its finance is critical to the achievement of the CSP aspiration.

In the course of the strategy, the finance department will pursue the following objectives:

Improve the Financial management of donor funding and the management of MOUs with local partners

Outcomes

- Retention of institutional donors
- Enough reserve from the Flexible Fund as per the reserve policy
- Donor projects fund their central costs

Key actions

- Carry out financial monitoring of partner organization
- Carry out external audit
- building in donors contract management
- Produce quality financial report
- Closer monitoring of projects expenditures
- Follow reserve policy

6.6

Ensure finance staff are well skilled and non-finance staff knowledgeable in finance policies and procedures.

Outcomes

- AAI DRC and partners Finance staff have appropriate skills to deliver their work
- AAI DRC and partners non finance staffs apply much more perfectly finance policy and procedures

Key actions

- Revise financial policies and manual to incorporate new learning's and align to IS finance framework
- Conduct partner financial assessment and provide training on identified gaps
- Staff and partners capacity building
- Motivational and retention of staff
- Initiation to line manager, subordinate and peers task

6.7 Monitoring and evaluating our impact

(see M&E framework in annex 3)

Monitoring and evaluation of this strategy will be based on the monitoring and evaluation framework, LRP's strategies, three-year and annual operational plans. The indicators reflecting the country's performance will be monitored on annual basis, the monitoring will make it possible to take necessary corrective measures in case of discrepancy in the results in relation to the set objectives. To this end, periodic reports will be prepared using a monitoring and participatory evaluation mechanism that involves all the stakeholders.

Effective and efficient monitoring mechanisms will be put in place to ensure that lessons learnt and best practices are documented to enhance changes in the lives of the duty bearers/poor and excluded.

Thus in the course of this strategy AAIDRC will pursue the following objective:

Improve M&E systems and mechanisms for tracking, documenting and sharing learning

Outcomes

- Desired change well defined, tracked, documented and reported
- AAIDRC M&E systems and practices alive and aligned to the organisational requirement.
- High quality report, proposals and others learning sharing documents

Key actions

- Development of M&E framework
- Capacity building of AAIDRC staff and partner in regards to M&E
- Integrate M&E practices at partners and community level
- Develop tracking information system on expenditure for children and youth activities

Improve IT Infrastructure and connectivity

During the CSP period IT unit will help to improve the timeliness of reporting and communication by improving IT infrastructures and connectivity, and promote the use of Green requirements

Outcomes

- Increased proper use of key software
- Improved timeliness of reporting and communicating via internet and telephone
- Reduced telephone and travels cost by using Voice Over Internet Protocol (VOIP)

Key actions

- Replacement of old IT equipment's
- Bandwidth upgrade
- Purchase of video conference equipment
- Purchase of licensed software
- IT training

7.0 Risk Management

Following risks will be identified and mitigation mechanisms sought during the implementation of this strategy.

- **Persistent insecurity:** restricts access to the poor and our capacity to respond to their needs. It poses safety and security constraints to staff, partners, AAI's assets, and implementation of the strategy. The regular conduct of elections in the DRC constitutes a major landmark in the consolidation of the peace process.

In addition, the pursuance of the UN "MONUSCO" peace stabilisation mission and STAREC initiative are both mitigation actions of this risk. AAIDRC commits to regularly assess its risk profile, define risk threshold and review its safety and security protocols in order to mitigate possible threats to staff, partners and right activists.

- **Poor governance:** leading to failure to observe the provisions and measures of the macroeconomic framework sets by the PRGSP. This would make it difficult to implement the strategy. In the context of the DRC, decades of dictatorship and warfare impede the basic principles of good public management and administrative and political accountability.

All governance indicators are at their lowest level worsening poverty at local and national level. Poor governance and lack of accountability lead to massive violation of basic human rights. Although the new constitution stipulates more accountability and enforcement of basic human rights, this is yet to materialise. To mitigate this risk AAIDRC will strengthen the capacity of right holders to hold the government accountable to delivering the PRGSP and abide by the principles set in the PRGSP.

(see risk register in annex 2)

- **Decline in budgetary resources:** for basic services sector which could endanger the execution of pro-poor sectoral strategies and policies. This risk will be mitigated by pursuance of capacity building of the civil society to do budget monitoring and reporting.
- **Financial risks:** the impact of the global financial and food price crisis, and donor fatigue resulting in less available funding to support programme implementation. AAIDRC will mitigate this risk by developing a strong funding plan, conduct regular donor scoping and aspire and secure long term funding to support the implementation of its strategy. New experiences acquired during the period will be utilised and shared with the communities, partners and stakeholders.

The impact assessment strategy and Monitoring and Evaluation system in place will also be communicated to the partners, stakeholders and communities to ensure success of the program. Mid-term review meetings for Participatory Planning will also be embarked on to analyse program impact on people living in poverty. Quarterly Development Forums will be adopted to enhance critical analysis, reflection, learning, documentation and communication. These will be conducted focusing on key programme policies and strategies to ensure that community development actions plans are reflected in AAIDRC CSP.



8.0 Conclusion

The DRC context is characterised by peace consolidation process, reconstruction, and existence of a democratically elected government bringing together major political stakeholders. These are assets for the DRC in promotion of sustainable growth aimed at reducing poverty which affects over 71% of the population. Serious challenges remain though in the restoration of security throughout the country especially in the Eastern part where some pockets of insecurity prevail.

This strategy, aligned to AAI strategy “People’s Action to End Poverty” and the DRC government PRGSP is aimed at contributing to the eradication of poverty in the DRC by delivering on three out of the five core strategic objectives of AAI’s strategy. The strategy is also designed to bring about the following changes: ensure access to quality education, right to basic services and protection against conflicts and natural and human made disasters, and improvement in the health of community members including youth, women and people living with HIV/AIDS. In implementing this strategy, we will consciously ensure the mainstreaming of interventions that will contribute to sustainable food security and governance.

We will hold ourselves accountable to our agreed change promises and also be held accountable by people living in poverty, by the federation, our supporters and donors. In order to deliver this strategy we commit to the following organisational priorities: programme growth and change management, intensification of resource mobilisation, building committed and value-oriented leadership and team, structures, policies and systems for enhanced accountability and legitimacy, staff safety and security management and internationalisation.

Given past experience where youth and women’s movement have brought about tremendous change in the society, we believe that by supporting them we will unleash their power so as to make change a reality in the lives of millions of people living in poverty in the DRC.

9.0 Annexes

9.1 Risk matrix

Risk				Risk Management Strategy		
Strategic Objective (A)	Risks identified (B)	Impact (C)	Probability (D)	Current Action / Policies (E)	Risk Owner (F)	Action Plan (G)
		High/Med/Low	High/Med/Low			
Women's Rights						
Contribute to the reduction of sexual and Gender Based Violence against women and improve their productive and reproductive rights	1. National/provincial government, security forces, policy makers refuse to engage in VAW/G issues	H	L	On-going consultations & inclusion of stakeholders On-going consultation and inclusion in the project of community members Plans developed & prioritised for future implementation	Partners and women's rights team	Build /Support a coalition of Partners working on Women's Rights issues Intensify local level awareness raising work through analysis of the link between VAW and HIV and AIDS Improve on stakeholders understanding through sensitisation and deeper analysis
	2. Cultural and traditional attitudes towards VAW may inhibit change in attitudes & behaviour	M	M			
	3. Misconception among various stakeholders on issues relating to Women's Rights	M	L			
	4. Participatory processes identify solutions that exceed available resources	L	H			
Education and Youth						
Increase children (girls and boys) access to quality education and youth meaningful participation in the local development and poverty eradication processes	1. Local education staff and partners not fully empowered to influence policy changes	M	M	Seek AAI support on policy influencing Train local staff & partners in policy influencing Sustain consultations with key stakeholders On-going consultations & sensitisation of youth and others stakeholders On-going consultations & sensitisation of youth and others stakeholders	AAI, local communities AAIDRC and AAI	Training plans for staff and partners included in 2010 & 2011 plans
	2. AAIDRC's identity is lost within wider coalition work/campaigning on education	M	M		Education stakeholders including AAIDRC	Training of local partners & SMCs in ELBAG
	3. Campaigning work misconstrued as direct political activities and challenges are made to charity status	H	M		Local communities including school children & AAI	Conduct training workshop for SMCs and teachers, parents on transparency and accountability
	4. National/provincial government, security forces, policy makers see youth as potential political antagonists	M	L		Local communities/ partners including school youth organisations & AAI	Conduct training on HRBA and the role of youth in decision making
	5. After acquiring skills, activists may be go to politics instead of serving youth agenda	H	H			
Governance						
Contribute to the establishment of a conducive environment where the poor and excluded people, particularly women and youth can participate meaningfully in governance processes in order to hold authorities accountable	1. National/provincial government, security forces, and others decision makers may consider the HRBA approach as political	M	M	- On-going consultations & sensitisation of decision makers	Local communities/ partners including school youth organisations & AAI	Engage and involve makers to own the approach

	2.Cultural and traditional attitudes/ perception/practices against gender sensitivity may inhibit change in attitudes & behaviour within the community	M	M	- On-going consultations & sensitisation of decision makers	Local communities/ partners including school youth organisations & AAI	Engage and involve community to own the approach
	Donors do not understand the HRBA approach since they want short term results	M	M	- On-going consultations & sensitisation of decision makers	Local communities/ partners, including school youth organisations & AAI	Engage and involve donors to own the approach
Cross-cutting : Resilience and emergency preparedness and response						
	1. Inadequate funding to respond to emergency situation	M	M	Fundraising efforts heightened to support conflict related project	Local community members, staff & AA	Increased budgetary allocation & fundraising
	2. Limited, inadequate or delayed availability of resources to provide assistance to conflict affected communities	H	M	Contingency budget included in annual Plan. Existence of IECT to provide rapid response staff from ARO & AAI	Conflict and emergency affected community members	EARARM recently completed Capacity strengthening of staff and partners planned
	3.Resumption of civil war	H	M	Current sub-regional peace talks taking place and the "Amani" peace process	Local communities & staff	Constant updating of EARARM, putting contingency budget, implement security management plan
	4. Invasion of DRC by neighbouring countries	H	H	Current sub-regional peace talks taking place	Local communities, staff & invading countries	=do=
	5.High levels of under-expenditure against budget	H	H	Monitoring against monthly and quarterly management account Adjustment of available income against exchange rates Audit schedule in project plan	CD-CP level, Africa Regional Office finance, IECT	Ensure budget revision and more realistic forecasts
	6.High levels of exchange rate gains/ losses	H	L			Share expenditure patterns with IECT and other relevant staff to enable reality checks.
	7.Fraud at organisation or partner level	H	M			
	8.Lack or weak coordination between the different project implementation centres and with other relevant organisations responding to emergency	H	M	Coordinating & collaborating with relevant teams at CP, ARO, IECT, UN-led Cluster levels	AAIDRC, local communities	Regular monitoring of activity plans. Include relevant Project Coordinator in accountability teams.
	9.Escalation of current civil war before, during and after presidential and legislative election	H	M	Current sub-regional peace talks taking place and the "STAREC" program	Local communities & staff	Constant updating of emergency contingency plan, putting contingency budget, implement security management plan

	10. Invasion of DRC by neighbouring countries: Rwanda and Uganda	H	H	Current sub-regional peace talks taking place and the "STAREC ² " program	Local communities, staff & invading countries	=do=
	11. Volcanic eruption and earthquake	H	M	A volcano and earthquake monitoring team continues to update the population of any developments in seismic activity	Local community members around Goma Town, and South Kivu	Detailed reports on earthquake and volcanic seismic activity Constant updating of emergency contingency plan putting contingency budget, implement security management plan
	12. Explosion of methane gas in Kivu Lake	H	M	OVG monitoring of methane gas	Local community members around Goma Town, and South Kivu	Constant updating of emergency contingency plan, putting contingency budget, implement security management plan
FINANCE & ADMINISTRATION						
	Reporting to donors and AAI (accuracy, timeliness and relevance)	H	H	Training programmes	Country Director Head of Program	Proper strategic planning, objective setting and budgeting processes. Timely and accurate project reporting. Timely and accurate financial reporting
Attracting more funds to diversify the funding base	Competition for funds by similar agencies Inadequate monitoring of funded projects	H	H	Working on a funding plan and donor scoping	CD, Regional ID, Budget holders, Partnership and Fundraising Officer	Monitoring performance and quality of service, review of market and methods of service delivery. Fund-raising strategy, regular contact with funders, improve contract management
Management of Economic risks	Unpredictable price changes, inflation, error in cost estimation and impact of accidents like, fires, thefts, The unstable currency leading to reduced CP financial resource levels, coupled with the changing policies of donors towards DRC poses a risk to plan.	H	M	Calculation of budget costs against currency predictions Constantly monitoring foreign exchange movements	Head of Finance Budget holders	Budget guidelines to highlight risk Continue to monitor f exchange rate fluctuations within the budget period
Management of Political Risks	Change in political climate restricting civil society space, leading to strategic change in AAIDRC and amongst other actors; Significant confrontation with government leading to closure	H H	M L	Contingency planning for staff in case of conflict and emergency	CD, WACA Regional ID, SMT members, Human Security and IECT	Conduct regular review of contingency and emergency preparedness plan Provide refresher security training

	Safety and security of staff & assets (Loss or damage, theft of assets, infringements of property rights.	H	H	Manual asset register and inspection programme	HoF, Finance & Admin team	A computerised Fixed Assets Register in SUN; Review of security situation; safe guard key agency documents and insure assets.
Compliance with law and regulation	Breach of trust law, employment law, and regulative requirements e.g. Fund-raising, tax.	H	L	Constantly monitoring state regulations and building relationship with regulatory agencies	CD, SMT, HoF	Conduct quarterly reviews of tax and other state regulations at SMT level
INFORMATION AND TECHNOLOGY						
Improve connectivity at head office	Budget constraints	H	H	- Contact with ARO - Contact with ISP	IT Officer Management team	Advocate to allocate enough money to get good connectivity
Upgrade and connect Field Offices	Modem not operating in specific field areas	H	M	Nothing in process	Field office staff & SMT	Ensure IT/ISP feasibility study and establish field office where we can be connected easily
Ensure that our key systems like Email, Sun and Vision, HR and HIVE etc work without hitch and with minimum downtime.	- Slow connectivity in Field Office - Hardware	H	L	- Contact with ARO - Contact with ISP	IT officer Management team	Advocate to allocate enough money to get good connectivity
Reduce cost in telephone and travels by using VoIP (Teleworker) and Video Conferencing	- Slow connectivity in Field Office	H	L	- Acelera Server - Contact with ISP - Contact with ARO	IT Officer and Unit Heads	- Acelera server - Use V-SAT link
Implementing IT security, IT policy and standards	- Unlicensed software - Failure to comply with IT Policy from users	L	L	Guidelines from Global IT Policy and Local IT Policy	IT Unit SMT	Guidelines from Global IT Policy and Local IT Policy
IT capacity building	- Budget constraints - Time constraints	M	M	- Paper for Skill development - Identification of Trainings to attend	- IT Unit - HR/OD - Heads of Units	- Paper for Skill development -Identify Trainings to attend
COMMUNICATION						
Facilitate the compilation, translation and production of AAIDRC's annual plans and bi-annual reports	Late submission, compilation, translation and production of reports and plans	H	M	On-going participatory reviews of submission schedules with staff.	CPM and thematic staff.	Ensure regularly follow ups and participatory reviews of reporting deadlines during staff meetings and by email or face to face.
Produce 3 quarterly programme newsletters	Leakage of essential AAIDRC information due to external printing of quarterly newsletters;	M	M	Ensure inclusion of confidentiality of information clause when signing printing contracts with printers.	Communications officer, Logistic department.	Ensure the selection of credible printing houses.
Capture, produce and organise 1 photo exhibition showing AAIDRC's work	Budget and time constraints	M	M	Planning closely with finance people and other colleagues	All staff	The community is aware of what ActionAid DRC.
Regularly visit AAI Hive and website and share information therein with colleagues	Slow, unreliable and unavailable internet connectivity	M	M	Regularly visit AAI Hive and website and share information therein with colleagues	Communications Officer IT officer	Advocate to allocate enough money to get good connectivity always

(Footnotes)

- 1 Stabilisation et Reconstruction de l'Est du Congo
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