



# **Expanding Opportunities Impacting Lives**

DR Congo Country Strategy Paper  
2021 - 2025

**Expanding Opportunities, Impacting Lives:  
DR Congo Country Strategy Paper 2021-2025**

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# Preface

The Country Strategy Paper (2021-2025) is intended to guide the transformation of ActionAid Democratic Republic of Congo (AA DRC) to become more relevant, impactful and sustainable to achieve its mission. It provides strategic direction to a more focused mandate and niche to respond to the strategic and immediate needs of communities by effectively consolidating its programme, advocacy and policy response and contribute to the wider humanitarian response and discourse. This is the second Country Strategy Paper of the Country Programme (CP).

Over the last three years, AA DRC reinvigorated and repositioned itself as a key humanitarian actor after difficult institutional and technical challenges strong enough to truncate the existence of the CP in the previous strategy. There is substantial assurance and potentials for the CP to become one of the centres for relevant, impactful and sustainable humanitarian programming, policy and advocacy in ActionAid.

AA DRC prioritises safety and dignity for crisis-affected populations as a fundamental responsibility beyond humanitarian assistance in the implementation of this strategy. The approach in this CSP will therefore be guided by the globally accepted humanitarian principles of humanity, neutrality, impartiality and independence as well as the four key components of the ActionAid Humanitarian Signature: 1) shifting the power; 2) women's leadership; 3) accountability to affected communities; underpinned by 4) resilience and sustainability. To achieve its mandate, AA DRC will prioritise working directly with host families and communities, disadvantaged indigenous people (pigmy), unaccompanied and separated children, adolescent girls, persons with disabilities affected by crisis, rural women smallholder farmers, young people, internally displaced persons, refugees and returnees.

AA DRC believes that gender equality and poverty eradication can be secured through effective community and women led protection and accountability mechanisms supported by sustainable and resilient livelihoods. This is achieved through purposeful individual and collective action of people affected by crisis to shift and challenge unequal and unjust power from the household level to local, national and international levels. This will ensure a system change that will transform national and international humanitarian programming and responses to build the resilience of people affected by crisis. ActionAid DRC's programme framework in the CSP period will therefore focus on humanitarian work to achieve gender equality and poverty eradication by strengthening the resilience of persons of concern, communities and groups of persons of concern to respond to shocks and stress. The framework will form the basis of framing and defining interventions to focus on economic, climate and gender related drivers of vulnerability.

In its programme Priorities, AA DRC will consistently highlight how the climate crisis and economic crisis (re)create vulnerability, exacerbating the impact of humanitarian crises and becoming significant barriers in supporting communities to bounce back better. AA DRC will continue to use these crises as opportunities to support the wider system change advocated by ActionAid by demonstrating that system change are key in the humanitarian architecture by focusing on three programme priorities:

- 1) Enhance security, dignity and empowerment of persons of concern to reduce protection risk;**
- 2) Increase access to safe and quality learning environment for all children especially those affected by conflict; and**
- 3) Establish and strengthen sustainable resilient livelihood support systems**

Within the strategy period, AA DRC will support geographic expansion as an essential part of adjusting to a fast-changing nation, helping us to secure the resources, partnerships, skills, and political influence to achieve our strategic ambitions. Expansion in new areas will be based on areas with potential for political influence, programme impact and mobilisation of resources, partnerships relevant to furthering our mission and objectives of raising AA DRC's general credibility, visibility and profile. AA DRC will also maintain its virtual and physical presence in areas that it has operated for more than 6 months.

AA DRC will seek to consolidate its position as a dynamic, effective, sustainable and viable country program, with a clear value-add externally and internally, to implement this strategy through the underlisted enabling strategies:

- Improved leadership and governance of the organization;
- Improve communication and diversify funding;
- Improve financial management to enhance effectiveness and promote accountability and transparency; and
- Enhance programme coherence and quality for accountability and learning

In recognising that risk is inherent in humanitarian response and in the context of the DRC, some of the risks identified include contextual, programmatic, institutional, financial, reputational and legal risk.

Important recognitions are the members of staff and stakeholders for their contributions to realization of this strategy and significantly, the continuous immense support of development partners to AA-DRC.

**Yakubu Mohammed Saani,**  
Country Director - ActionAid DRC

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# Introduction

This Country Strategy Paper (2021-2025) is intended to guide the transformation of ActionAid Democratic Republic of Congo (AA DRC) to become more relevant, impactful and sustainable to achieve its mission. It will provide strategic direction to a more focused mandate and niche to respond to the strategic and immediate needs of communities by effectively consolidating its programme, advocacy and policy response and contributing to the wider humanitarian response and discourse. This is the second Country Strategy Paper of the Country Programme (CP). In between the two strategies were a Programme and Financial Sustainability Plan (2018 – 2020) which was aimed at making AA DRC a financially viable and sustained organization with observable footprints and models to promote gender equality and social justice in DRC.

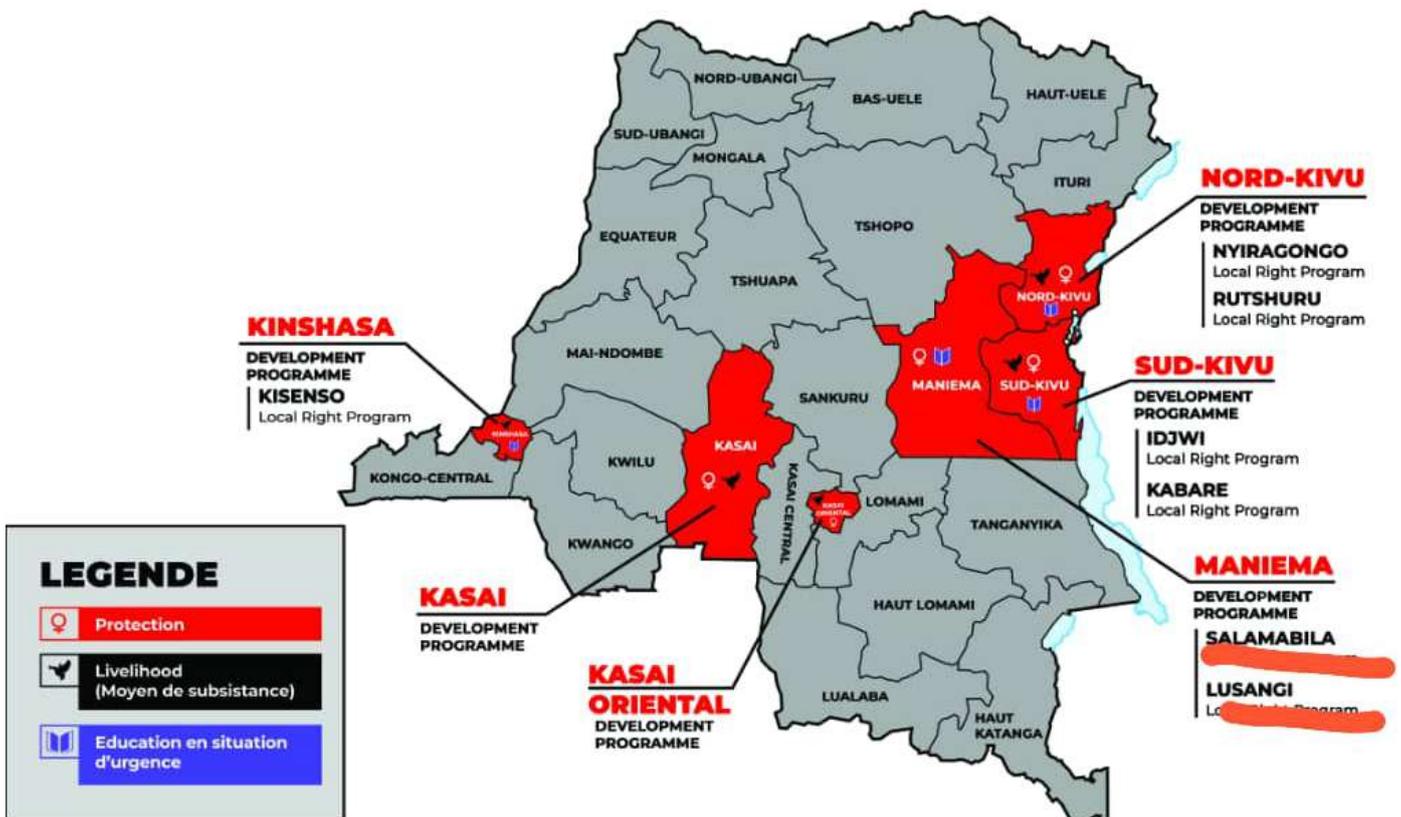
AA DRC is part of the ActionAid International Federation which is currently working in 45 countries across the globe with the vision of a just, equitable

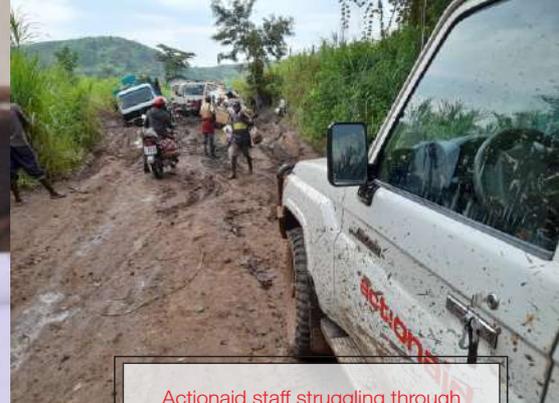
and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression. Guided by feminist and human rights-based principles and approaches and core humanitarian principles and standards, AA DRC seeks to that every person of concern in its programmes can enjoy a life of dignity and freedom from all forms of oppression.

The operation of ActionAid International in DRC started in 1987 by providing relief to Burundian refugees who had crossed over to the Eastern town of Uvira, South Kivu Province, from Burundi. In 2002, it also supported emergency operations in North Kivu.

Later in 2006, it gained legal status to operate in the country. Since then, it has expanded its operations and is currently working in North and South Kivu, Kasai Oriental, Maniema and Kinshasa provinces as shown in figure1.

**Figure1: Map of DRC depicting AA DRC operational provinces**





Actionaid staff struggling through mud and flooded Tangayika lake



# DRC CONTEXT

## External Context

### Geography

The DRC is the largest Francophone country in Africa. It is endowed with vast natural resources and has over 80 million inhabitants, fewer than 40% of whom live in urban areas. The country is bordered by nine (9) other African nations: Angola, Republic of the Congo, Central African Republic, Sudan, Uganda, Rwanda, Burundi, Tanzania and Zambia. Each of its neighbours have varying challenges ranging from insensitive and poor democratic governance, conflicts, political instability, economic and health challenges which can impact on the lives and livelihood of the people in DRC. There is very limited provision of public services by the DRC government. The three decades of rule by Mobutu were accompanied by a decline in economic growth and extraordinary deterioration of infrastructure and basic services in this vast country, most markedly in rural areas.

### Political context

The DRC is still recovering from a series of conflicts that broke out in the 1990s, creating a protracted economic and social slump. Joseph Kabila served as head of state between 2001 and 2019.

Presidential and parliamentary elections, initially slated for November 2016, were postponed until December 30, 2018, to facilitate an overhaul of the electoral register. Felix Antoine Tshisekedi—the son of Etienne Tshisekedi, the country's longstanding opposition leader—secured 38.5% of the vote and was declared the winner by the national independent electoral commission. Political participation of women is limited. The 2015 revision of the electoral law dropped the 30% quota for women, which could be viewed as a challenge to increasing women's political participation. The provincial and local level had even lower representation of women in political, economic and administrative affairs. In 2017, there was only one woman among 26 heads of the provincial executive; in 2015, 43 of 684 provincial representatives (6.2%) were women. In the current National Assembly and the provincial assemblies, women make up approximately 10 percent of members, against 18 percent in the Senate. No woman was elected as governor in the last election, although three women are serving as deputy governors.



Livelihood Group in Nyiragongo  
- South Kivu Province

## **Economic Context**

After reaching 5.8% in 2018, economic growth slowed to 4.4% in 2019, owing to the drop in commodity prices, particularly for cobalt and copper, which account for over 80% of the country's exports. DRC has over 80 million hectares of arable land and over 1,100 listed minerals and precious metals estimated at \$24 trillion of untapped mineral resources. The mineral trade provides financial means for groups to operate and buy arms. Although the DRC initiated reforms aimed at strengthening governance in the management of natural resources and improving the business climate, the country is ranked 184 out of 190 countries in the Doing Business 2019 report on business regulations and must address a host of challenges if it hopes to attract investors in key sectors. The coronavirus pandemic (COVID-19) triggered an economic recession (-1.7%) in 2020, stemming from weaker exports caused by the global economic downturn.

## **Poverty**

The DRC ranks 135 out of 157 countries regarding human capital, with a human capital index score of 0.37%, which is below the average in Sub-Saharan Africa (0.40). This means that a child born today will be 37% less productive in adulthood than a child who received a complete education and proper health care. Congolese children spend an average of 9.2 years in school and 43% of children are malnourished. 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. According to the World Bank (2020), 43% of households have access to drinking water (69% in urban areas, 23% in rural areas) and only 20% have access to sanitation. The DRC consistently ranks as one of the world's poorest, least stable and most underdeveloped countries. While statistics are hard to come by due to the nature of the DRC, there are estimates that nearly 80% of the country's population lives in extreme poverty (The Borgen Project, 2020).



Displaced IDPs in Fizi territory

**Security Context**

The origins of the current violence in the DRC are in the massive refugee crisis and spillover from the 1994 genocide in Rwanda. After Hutu *génocidaires* fled to eastern DRC and formed armed groups, opposing Tutsi and other opportunistic rebel groups arose. The Congolese government was unable to control and defeat the various armed groups, some of which directly threatened populations in neighboring countries, and war eventually broke out. According to the Kivu Security Tracker, which documents violence in eastern Congo, assailants, including state security forces, killed at least 720 civilians and abducted or kidnapped for ransom more than 1,275 others in North Kivu and South Kivu in 2019. Beni territory, North Kivu province, remained an epicenter of violence, with about 253 civilians killed in more than 100 attacks by various armed groups, including the Allied Democratic Forces (ADF). At least 257 civilians were kidnapped in Rutshuru territory, North Kivu province, often by armed groups.

The Fizi and Uvira highlands in South Kivu saw fighting between the mainly ethnic Banyamulenge Ngumino armed group and allied self-defense groups, and Mai Mai groups, comprising fighters from the Bafuliro, Banyindu, and Babembe communities, with civilians often caught in the middle. Clashes between armed groups in the South Kivu highlands surged in February 2019, displacing an estimated 200,000 people over the following months. There is increased witnesses of armed groups ambushing and robbing aid convoys and abducting aid workers for ransom. Military operations, repeated attacks on the local population and increased fighting elsewhere results in an influx of IDPs and creates difficulties in maintaining an appropriate response capacity. Insecurity hampers the population's access to services and aid, as attacks often displace people from towns and villages into the forest and other remote areas.

## Culture, Social Dynamics and Gender

The DRC is a multi-ethnic country with some 250 ethnic groups, including several indigenous Pygmy groups. Seven hundred (700) local languages and dialects have been identified, but there are four national languages: Kikongo, Tshiluba, Kiswahili and Lingala. French is the official language. Historically, Congolese men have been treated with respect and have been given positions of authority more often than Congolese women. The way a woman is treated in the Congo depends on her immediate environment and ethnic background.

Violence against women is endemic owing to various factors including discriminatory attitudes towards women, outdated customs, conceptions of sexuality, weak legal and judicial systems, culture of silence of victims and impunity of perpetrators (ACHPR, 2015; Department of State, 2017; CEDAW, 2013). In rural areas, conflict-related abuse of children and infants has been prevalent because of traditional beliefs that harming children or sleeping with virgins could bring wealth and/or provide protection from death in conflict (US Department of State, 2017; ACHPR, 2015). Despite the country's commitments to United Nations Security Resolution 1325 (UNSCR 1325) which is the first resolution adopted by the United Nations Security Council (UNSC) to specifically deal with gender issues and women's experiences in 'conflict' and 'post-conflict' situations, threats and use of physical violence are still persistent in the daily lives of most girls and women, with rape being commonly used as a tactic of war. In 2018, more than 35,000 cases of sexual violence were recorded, most of them in the East. During the COVID-19 epidemic, violence increased by 99% in North Kivu Province.

Gender norms restrict women's access to resources and assets – for example, assets obtained within a marriage are registered under the husband's name, and are regarded as assets of the husband, his parents and brothers. Legally, marital property is administered by the husband, and women and men do not have equal ownership rights to immovable property. Women can inherit according to the law, but they cannot own a house due to prevailing social norms. Women are not legally recognized to be heads of households, and there is no prohibition on discrimination based on marital status in access to credit.

According to Doctors of the World (2020) three out of five pregnancies are unwanted across the country and one in four girls becomes pregnant for the first time before the age of 19. Young people and IDPs have limited access to sexual and reproductive health services. Access to contraception is illegal for minors and abortion is permitted only for medical purposes. About one in every 100 births causes the death of the mother. Despite this, adolescent sexual and reproductive health issues are politically and socio-culturally sensitive.

To respond to the situation, the government launched a revision of the National Strategy for Combating Gender-based Violence (SNVGB) in August, 2020. The revised SNVGB contains a new definition that encompasses all aspects of GBV, including domestic violence. The specificity of sexual and gender-based violence (SGBV) in humanitarian settings is also considered. This strategy was initially launched in 2009.



Women developing their protection plans



Cross-section of displaced IPDs

## Humanitarian Crisis

It is estimated that there are 5.2 million displaced persons in the DRC, the second largest number of internally displaced persons in the world. DRC also hosts 527,000 refugees from neighbouring countries. Armed conflict and violence, epidemics, sudden onset disasters, and the socio-economic impact of COVID-19 have considerably exacerbated already existing vulnerabilities in a context marked by a structural lack of access to essential services. Because of the extensive and complex humanitarian crisis, 19.6 million people will need assistance and protection in 2021, an increase from 15.6 million at the beginning of 2020. Related to this, there is a high prevalence of severe acute malnutrition among children between ages 6 to 59 months. Concerns have also been raised over the prevalence of protection risks and the fact that most provision of social services and the building of infrastructure have been affected by conflict. The COVID-19 pandemic has also exposed women, adolescent girls and children to additional agricultural and field work and an increase in unpaid work responsibilities, increasing their risk of disease transmission.



Children supported with nutritious meal by livelihood women group

Further, it has heightened the risk of engaging in prostitution so as to contribute to the income of their families, which in turn puts them at risk of sexual and physical violence. The DRC enrolled in the Global Alliance for Vaccines and Immunization—now known as Gavi; the Vaccine Alliance COVAX, a global initiative that seeks to enable equitable access to COVID-19 vaccines, particularly by middle and low-income countries.



## Internal Context

Over the last three years, AA DRC reinvigorated and repositioned itself as a key humanitarian actor after difficult institutional and technical challenges strong enough to truncate the existence of the CP in the previous strategy. The CP explored new areas that address emergency preparedness and response. There is therefore substantial assurance and potentials for the CP to become one of the centres for relevant, impactful and sustainable humanitarian programming, policy and advocacy in ActionAid.

The ActionAid International Country Model Review (CMR) exercise conducted by the federation as part of the organisational change processes has challenged CPs like the DRC to re-examine its systems and ways of operating to be able to respond promptly to the issues that affect people living in poverty and exclusion while building its resilience to an ever challenging and changing context. The vastness and complexity of the country requires the CP to adopt a satellite model which is appropriate to the context of the DRC. The satellite model requires the CP to focus its priorities and adopt financial sustainable measures with minimal financial dependence on the ActionAid Federation. The CSP period will see the full implementation of the satellite model and share learnings for federation-wide decision making and adaptation.

It is evident that the government of DRC from local to Provincial level appreciate what AA DRC is doing at community and territorial level to enable women, men, young people and girls share their perspectives and transformative feminist insights on all activities ranging from design, implementation, monitoring and evaluation to ensure that no specific group is disadvantaged in the response.

AA DRC's interventions have created conditions that facilitate the possibilities for women's empowerment as well as ensure safe and dignified programming for all vulnerable groups and target populations.

ActionAid's commitment to ensuring minimum safety and security requirements is also part of ActionAid's duty of care to its staff and partner organisations. The staff safety and security policy outlines how safety and security risks that ActionAid staff and others working under its instruction are exposed to during the delivery of its work are to be managed across the ActionAid Federation. Through its internal safety and security management systems, AA DRC closely monitors the regional, national and local context and receives security information from the INGO Forum, the INGO Safety Organization (INSO) and OCHA daily. Staff safety-related information is shared and communicated with our staff and local partners through a variety of means. Additionally, AA DRC collaborates closely with other national and international organisations, local communities, and local, regional and national authorities on staff safety.

Safeguarding and SHEA policies have been translated into French, and are soon to be translated to Swahili, to acquaint staff with the provisions of the policies and training has been provided for all staff, both in Kinshasa and field offices. The ActionAid top ten basics of the feminist principles were rolled out and the principles are reflected in the ways of working of all staff.

# Achievements and Lessons Learnt

## Lessons Learnt

Over the last three years, when the Programme and Financial Sustainability Plan was implemented, AA DRC made gains in transforming the lives of persons of concern through which several lessons were learned to inform programme and organizational decisions to increase ActionAid's impact and relevance in the DRC.

## Achievements

- Increased protection of women and girls through monitoring and documentation of 3,350 SGBV cases and response to 2,500 SGBV cases in close collaboration with service providers, women's groups and community protection monitors.
- Secured accessible and fertile farmland for 400 peri-urban and 5,000 rural women and IDPs.
- Increased access to education for over 15,000 children, especially IDPs, returnees and refugees, through provision of gender responsive and safe school infrastructure. Training of teachers and parents' committees and provision of teaching and materials.
- Increased alternative livelihood opportunities for 10,000 persons of concern through cash-based interventions, capacity building trainings and formation of cooperatives.
- Supported local women's groups to establish self-led collectives that have enabled progress towards their economic empowerment and community-based protection programmes.
- Expanded programmes to cover more provinces, especially in the Kasais, Maniema and more territories in the East of the DRC.
- AA DRC has changed its operating model to a satellite model (operating with minimal financial dependence on the AAI Federation) with a focus on humanitarian programming around preparedness, prevention, recovery and resilience.

- To guard the reputation of the ActionAid federation, there is the need for federation leadership to provide adequate oversight over the country programme while AA DRC should have sufficient autonomy to define and implement their priorities.
- AA DRC made considerable efforts to turn around its deplorable situation by focusing on financial sustainability, programme quality and impact, as well as effective teamwork with motivated and skilled personnel and visibility at all levels.
- The ability to draw on support and expertise from the Global Secretariat and peers to quickly respond to crises is an asset in humanitarian programming and response.
- Representation of members of the AA DRC Women's Forum in the Country Management Team does not only increase women participation in leadership; it also ensures the analysis of issues and decisions from a transformative feminist perspective.
- The operational context of where programmes are implemented is not only insecure but expensive. Cost of doing business in DRC is very high due to lack of infrastructure and the vast nature of the country.
- Despite political instability witnessed in the country where general elections were postponed on two occasions, AA DRC implemented its interventions with less disruption. Clarity of organizational mandate with a clear contingency plan contributed to this.
- There exist opportunities for fundraising, especially for humanitarian programming, policy and advocacy work.
- There are opportunities for strategic partnership with women IDPs and their organisations to lead in humanitarian preparedness, prevention, recovery and resilience.

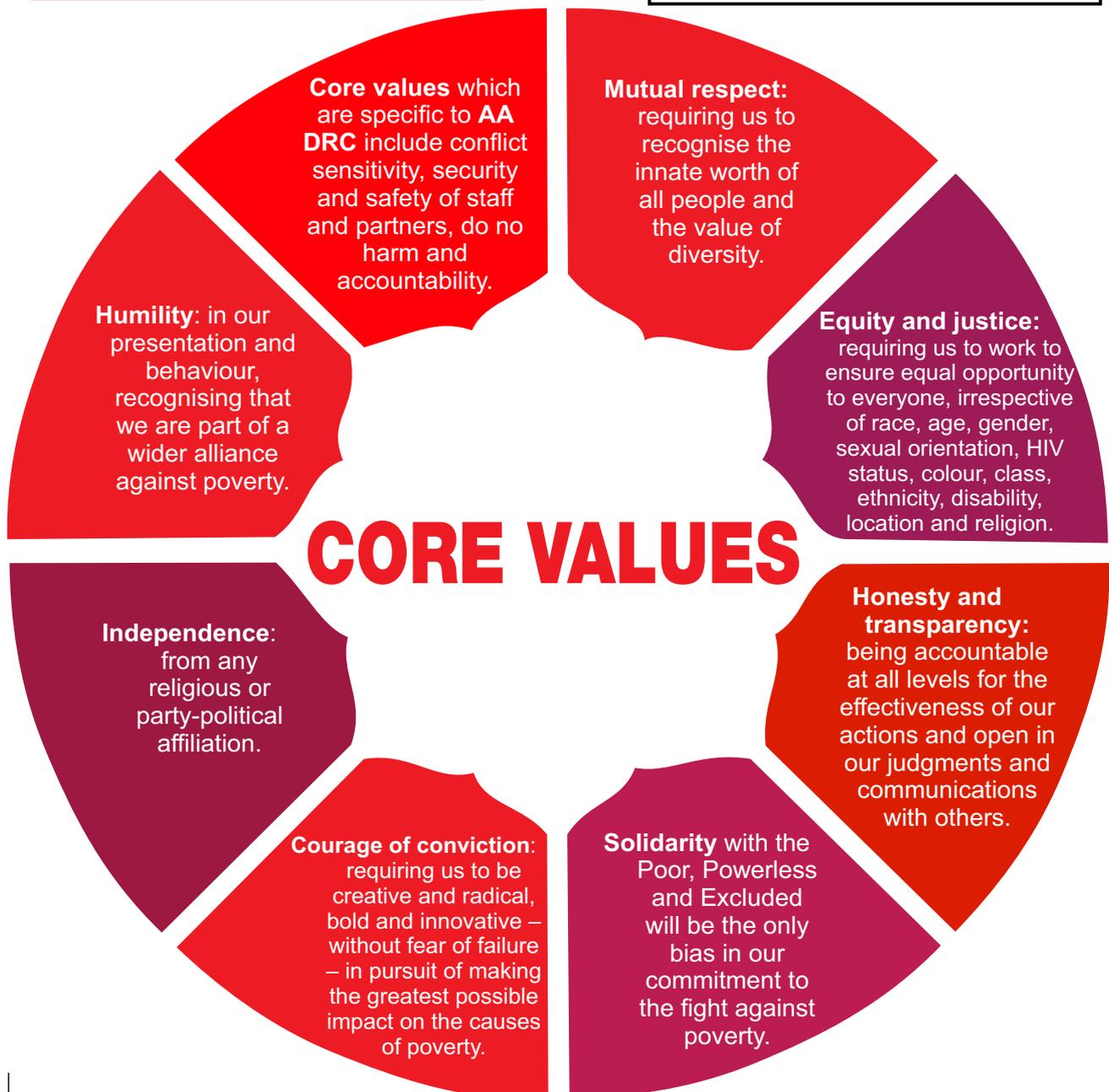
## Our Identity

### Vision

“A world without poverty and injustice in which every person enjoys their right to a life of dignity”.

### Mission

“To work with people affected by crisis to eradicate poverty and injustice”. AA DRC's mandate is to work with persons affected by humanitarian crisis to eradicate poverty and gender inequality by putting women and young people at the forefront of disaster preparedness, response and resilience building programmes and strengthening the localised efforts of women and young people who are affected by crisis”





ActionAid team interacting with ECHO team in Baraka

# Approach

It is our fundamental belief that poverty is a denial and violation of human rights and that all interventions are guided by processes and principles that put crisis-affected populations at the centre in shifting power and dislodging systems and structures that perpetuate poverty. AA DRC prioritizes safety and dignity for crisis-affected populations as a fundamental responsibility beyond humanitarian assistance. Respect for basic human rights and protection principles are therefore part of the way we carry out our work.

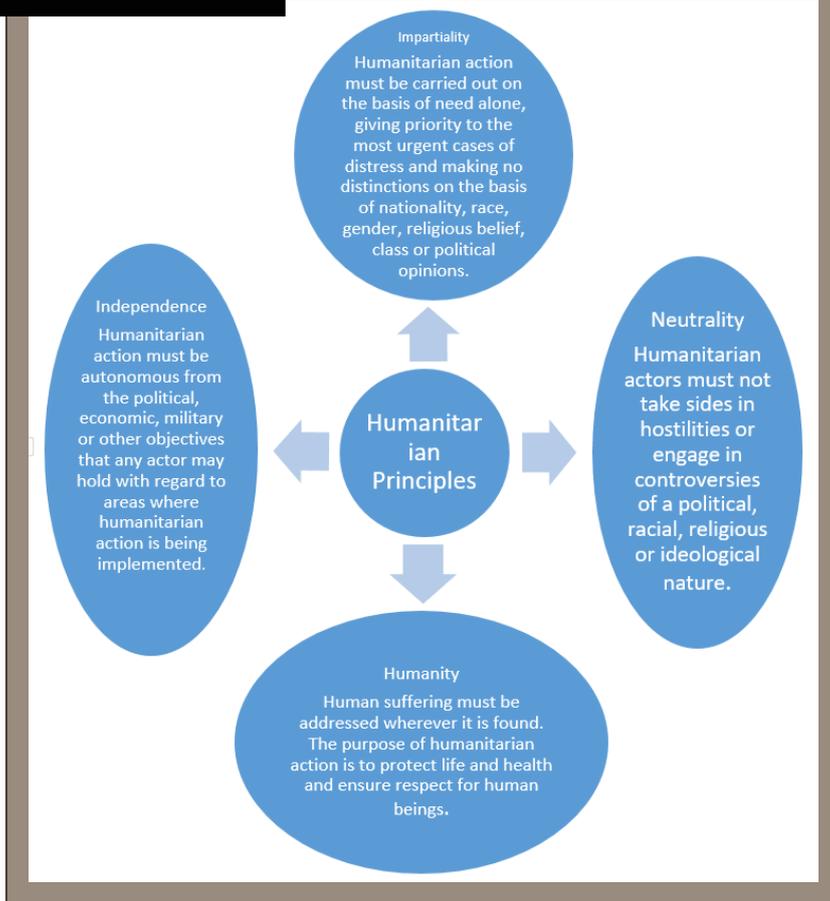
Our approach will therefore be guided by the globally accepted humanitarian principles of humanity, neutrality, impartiality, and independence and the four key components of the ActionAid Humanitarian Signature:

- shifting the power,
- women's leadership
- accountability to affected communities, underpinned by
- resilience and sustainability.

These are shown in figures 2 and 3.

This approach will promote, enable and support the role, agency and leadership of people of concern, especially women and young people, in all actions, and their representation in local, provincial and national policy spaces. It will also ensure sustained and purposeful engagement with persons of concern and their organisations in all initiatives and responses as persons of concern, their organisations and networks will be at the centre to hold humanitarian actors to account. This is in line with commitments in the Grand Bargain, Charter for Change and Call to Action on Protection from Gender-Based Violence in Emergencies and Compact for Young People in Humanitarian Action initiatives which ActionAid has signed on to.

**Figure 2: Humanitarian Principles**



**Figure 3: ActionAid's Humanitarian Signature**





IDPs in Dimbelege in Kasai Province



Parents committee meeting session in Mulongwe

## Who We Work With

Our approaches are underpinned by resilience and longer-term sustainability, by empowering people of concern and addressing underlying inequalities through all initiatives. AA DRC will prioritise working directly with the following persons of concern and their organisations to achieve its mandate:

- Host families and communities
- Disadvantaged indigenous people (pigmyes)
- Unaccompanied and separated children
- Adolescent girls
- Persons with disabilities affected by crisis
- Rural women smallholder farmers
- Young people
- Internally displaced persons
- Refugees and returnees

1

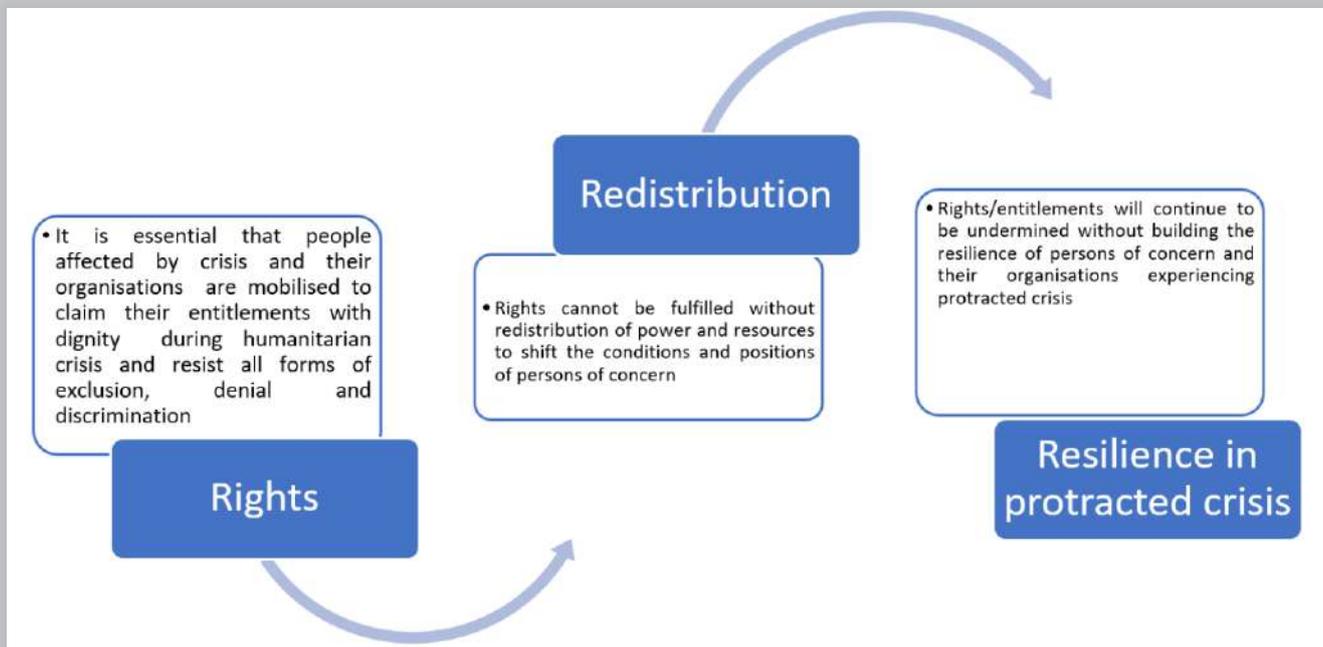
## Framing Our Work

Over the next five years, ActionAid DRC's programme framework will focus on humanitarian work to achieve gender equality and poverty eradication by strengthening the resilience of persons of concern, communities and groups of persons of concern to respond to shocks and stress. The programme framework will focus on rights, redistribution and resilience, as shown in **figure 4** to shift and redistribute power and resources. This is linked to the resilience in a protracted crisis framework of ActionAid International.

The framework will form the basis for framing and defining interventions to focus on economic, climate and gender-related drivers of vulnerability.

AA DRC will work with other actors in a solution focused humanitarian preparedness and response system that enables persons of concern especially women and young people to take leadership in humanitarian programme design, response and monitoring and evaluation, and support persons of concern to access local, provincial, and national advocacy opportunities. The rights of women and persons of concern will be strengthened through community-based protection mechanisms<sup>1</sup> and improved accountability of humanitarian actors. Building the resilience of persons of concern to shocks and stress like disasters and conflicts will also be prioritised to prevent the worst effects of emergencies including COVID-19.

Figure 4: Programme Framework



<sup>1</sup>ActionAid (2019), 'Safety with Dignity' - Women-Led Community-Based Protection manual: Putting women's leadership and rights at the centre of humanitarian response.

# Theory of Change

The ActionAid's meta-theory of change guides the collective understanding of what will drive achieving social justice, gender equality and poverty eradication. AA DRC's long-term engagement with persons of concern as both a catalyst and a contributor to social change processes has informed AA DRC on the need to focus more on addressing patriarchy and deep-rooted poverty in emergencies and humanitarian crisis.

AA DRC therefore believes that gender equality and poverty eradication can be secured through effective community and women led protection and accountability mechanisms supported by sustainable and resilient livelihoods. This is achieved through purposeful individual and collective action of people affected by crisis to shift and challenge unequal and unjust power from the household level to local, national and international levels. This will ensure a system change that will transform national and international humanitarian programming and responses to build the resilience of people affected by crisis.

It is therefore hypothesized that:

when the security, dignity and power of persons of concern is enhanced to reduce protection risk;

- access to a safe and quality learning environment for all children, especially those affected by conflict, is increased; and
- persons of concern establish sustainable and resilient livelihood support systems.
- then gender equality and poverty eradication will be achieved among people affected by crisis.

# Assumptions

1. Relative peace will improve to trigger economic development and sustainable livelihoods.
2. People affected by crisis and their organisations will be ready to take leadership to challenge the status quo.
3. AA DRC will secure core funding to implement its program and respond to long-lasting issues.
4. Committed and competent core staff will be recruited, motivated and maintained over the strategy period.
5. Security is improved to enhance effective planning and implementation.
6. COVID-19 is monitored daily and programmes are flexible and adaptable to changes in context.
7. Key stakeholders in the relevant catchment areas accept the role of people affected by crisis in the various decision-making processes.



## Programme Priorities

**A** A DRC will consistently highlight how the climate crisis and economic crisis (re)create vulnerability, exacerbating the impact of humanitarian crises and becoming significant barriers in supporting communities to bounce back better. AA DRC will continue to use these crises as opportunities to support the wider system change advocated by ActionAid by demonstrating that system change are key in the humanitarian architecture by focusing on three programme priorities:

- ▶ **1) Enhance security, dignity and empowerment of persons of concern to reduce protection risk**
- ▶ **2) Increase access to safe and quality learning environment for all children especially those affected by conflict and**
- ▶ **3) Establish and strengthen sustainable resilient livelihood support systems**



Livelihood women group

**Programme priority 1: Enhance security, dignity and empowerment of persons of concern to reduce protection risk**

Humanitarian crises have triggered and exacerbated women protection issues like Gender-based Violence (GBV) in the Democratic Republic of Congo with humanitarian actors assisting approximately 30,000 survivors per year. Reported cases includes rape, sexual slavery, trafficking, forced/early marriage, intimate partner violence and sexual exploitation and abuse. Abuse of power and gender inequalities further exacerbate the vulnerability of women and girls to all these forms of violence. Consequently, millions of people are obliged to flee their homes in search of food, health and protection. Women and children among displaced and host communities are the ones most exposed to life-threatening forms of gender-based violence (GBV).

In recognition of community's capability to drive their protection, identifying problems and solutions and creating community-based support structures that can better protect people of concern in times of crisis as well as build community resilience, AA DRC will focus on: strengthening community-based protection mechanisms to reduce protection risks, improving responsiveness of humanitarian actors in addressing strategic and immediate and long term protection needs of people of concern, especially women, and undertaking protection monitoring to collect and analyse protection information for accountability and advocacy. Through this priority, AA DRC will advocate greater attention to women's rights and women's leadership in emergencies and a more localised response that facilitates shifts in power and resources and transforms gender relations to 'bounce back better' in ways that go beyond material improvements or technical solutions.

**Key Focus Area 2: Strengthen community-based protection mechanisms to reduce protection risks**

**Key Actions**

- i) mobilization of persons of concern into groups
- ii) hold community sensitisation in communities to highlight issues of protection risk
- iii) support groups to develop and implement protection plans
- iv) identify systematically individuals and groups with specific needs
- v) design and implement protection and assistance programmes to respond to needs of groups and individuals with specific needs
- vi) track persons with specific needs, and record the protection and assistance they require and receive

**Key Focus Area 2:** *Improve responsiveness of humanitarian actors in addressing strategic and immediate and long-term protection needs of people of concern, especially women.*

### Key Actions

- i) support community based structures to set up and monitor a referencing system
- ii) establish referral systems to ensure that persons with specific needs have access to relevant service providers
- iii) identify and train selected people of concern on provision of psycho-social support to survivors of SGBV and other violations
- iv) interface meetings between Government and local authorities, protection cluster, media and people of concern on protection issues
- v) support exchanges among men, women, youth, children, children and persons with disability on protection risk and response mechanisms
- vi) provide multipurpose cash transfers to vulnerable households
- vii) advocate for government, traditional authorities, PNC, health institutions and the judiciary to respond to SGBV cases

**Key Focus Area 3:** *Undertake protection monitoring to collect and analyse protection information for accountability and advocacy.*

### Key Actions

- i) identify, train and deploy protection monitors to identify and document protection risks within communities
- ii) build capacities of groups of people of concern, protection monitors and host communities in protection risk and mitigation strategies
- iii) support protection monitors and people of concern to conduct protection risk audit by mapping high-risk security areas
- iv) support protection monitors to feed protection information using appropriate software and feed into the Subject Access Request (SAR) system
- v) establish quarterly accountability forum at territorial and provincial level on prevention and response to protection issues
- vi) develop protection policy briefs and community protection charter of demands for local and national level advocacy in collaboration with Protection Cluster
- vii) collaborate with key protection actors to conduct research on alternative models to increase protection of persons affected by protracted crisis amid COVID 19 for national policy engagement
- viii) conduct joint research with academic institutions and CSOs on women's protection mechanisms to inform policy engagement and advocacy at local and international levels.



**Programme priority 2: Increase access to safe and quality learning environment for all children, especially those affected by conflict.**

According to USAID (2019), the Democratic Republic of the Congo (DRC) education system is plagued by low geographical coverage and poor quality. Three and half million children of primary school age are not in school, and of those who do attend, 44 percent start school late, after the age of six. National data indicate that only 67 percent of children who enter first grade will complete sixth grade. Of those who reach 6th grade, only 75 percent will pass the exit exam. The conflict in DRC is also significantly exacerbating existing protection concerns and making children more vulnerable to all forms of violence, exploitation and abuse, including abduction, sexual violence, recruitment, killing, attacks on schools and hospitals, and restrictions of humanitarian access. Subsequently, children have shown that life is not easy for them in the hosting families because of the precariousness of life, and have reported that material assistance provided by humanitarian organizations is not sufficient.

As violence at and around schools is a known barrier to access, there is a need to create school environments that are safe and conducive to learning for children, particularly girls, by training teachers, administrators, mentors, and parent-teacher associations on gender sensitive pedagogy, children's socio-emotional well-being, and on how to assess safety and security at the school.

Girls and boys who are out of school are at much higher risk of violence, exploitation, abuse and neglect. Safe and free education will therefore help mitigate the impact of conflict, COVID-19 and other disasters.

AA DRCs experience in education (general), education in emergencies and child protection is manifested in the programs AA DRC implemented in Kasai Oriental, Kasai Central and Sankuru, South Kivu and North Kivu in collaboration with UN Agencies, Packard Foundation, ECHO and other donors. AA DRC will leverage on this experience to deepen its work with girls, boys, parents, young people, women, men, children with disabilities, state agencies, religious and traditional authorities to ensure increased access to quality education for all children. Community structures and other networks will continue strong awareness-raising, advocacy and actions to continue to engage state and non-state actors about effective implementation of laws and positive social norms that ensure quality education for all children within a protective environment.

### Key Focus Area 1: *Improve quality basic education for all children*

#### Key Actions

- i) collaborate with government, education sector and education cluster to conduct risk assessments and develop territorial contingency plan for schools to respond to emergencies
- ii) increase the access of teaching material to teachers in schools, both urban and rural settings
- iii) build capacity of teachers and school administrators on prevention and control of infection (PCI)
- iv) support to link schools and communities with service providers to respond to school needs
- v) Identify mechanism, channels and modalities to support learning that will reach most children
- vi) support schools and communities to develop hygiene rules
- vii) rehabilitate or construct schools with well-conditioned gender-sensitive and inclusive latrines changing rooms for girls
- viii) support disadvantaged children with TLM, dignity and hygiene kits
- ix) support parents committee to conduct budget tracking to advocate for increased resources for education delivery
- x) provide training for teachers on new pedagogy, child and gender sensitive teaching methodology
- xi) support schools to adopt flexible teaching and learning methods including home based learning
- xii) organise catch up lessons for children who have missed schools due to displacement, insecurity, pandemics and conflict
- xiii) collaborate with parent committees and other civil society platforms in education to track resource allocation and utilisation in the education sector for policy reforms.

### Key Focus Area 2: Strengthen community-based child protection mechanisms

#### Key Actions

- i) conduct safety and protection risk audit to identify safety and protection issues to enhance security of students and teachers in and around schools
- ii) build capacity of teachers, administrators, mentors, and parent/guardians-teacher associations on gender sensitive pedagogy, children's socio-emotional well-being and safety and security at the school
- iii) establish and train members of the parent committees network to ensure child protection in emergencies and school enrollment
- iv) set up Girls' Safe Spaces and listening points in localities for girls
- v) identification of possible cases of family separation due to disasters, care and family reunification
- vi) collaborate with government and community structures to respond (transitional and psychosocial) to cases of violence affecting children including VAGs
- vii) identification and referencing of child / adolescent victims or the most vulnerable
- viii) train children on sexual and reproductive health rights, the Convention on the Rights of the Child, child protection in emergencies and related laws and other related topics
- ix) support schools and communities to establish systems to ensure security in and around schools
- x) inform and/or direct children to the right entities where on sexual and reproductive health rights can be dealt with
- xi) provide leadership in coordinating child protection work at health zones and territorial levels
- xii) develop policy briefs on the effects of insecurity and access on child protection interventions and outcomes for policy engagement.



Women in livelihood

### Programme priority 3: Establish and strengthen sustainable resilient livelihood support systems

Livelihood is sustainable when it can withstand and recover from a shock with the same or improved capabilities as before the shock, while maintaining the natural resource base. Livelihoods outcomes are a result of the various livelihoods strategies people employ and may be affected by policies or institutions. 70% of the population of DRC lacks access to adequate food, and 7.7 million people are food insecure with 1 in 4 children malnourished. The national food production is currently 30-40% below the national level of consumption, forcing families to depend on more expensive, imported food options. 97% of families are dependent on agriculture for their income.

AA DRC will work in collaboration with persons of concern, indigenous people, female headed households and poor farmers and fisher men/women to protect and promote their livelihood and enhance self-reliance. AA DRC will use the ActionAid Climate Resilient and Sustainable Agriculture Framework that prioritises right to food, environmental conservation, women's access to secured land and long-term community resilience to reduce food insecurity.

The framework will also enable AA DRC to tackle the underlying inequalities that continue to make people vulnerable to shocks and stressors in livelihood and income generation for economic empowerment. Programme interventions will also be implemented to enable persons of concern to get through difficult periods and at the same time reduce their vulnerability to shocks and stress. Other areas of interventions will include the mobilization of persons of concern to increase their influence, to advocate and claim rights and services. In general, persons of concern will be supported to undertake activities that have market potential beyond the assistance period to ensure sustainability.

Sustainable resilient livelihood support programming will provide AA DRC with the relevant information to engage and influence the decisions of the humanitarian-development-peace nexus platform of DRC. It will also help to transform and bridge the gap between our short term, reactive humanitarian advocacy and response work, and long term strategic, humanitarian and resilience advocacy, programming and policy interventions in a sustainable manner. The AAI Resilience in Protracted Crisis Framework will be used to provide guidance in this work.

**Key Focus Area 1:** *Build community based sustainable and resilient livelihood programme*

**Key actions**

- i) formation of groups based on chosen livelihood activity, gender and location
- ii) conduct a socio-economic assessment and context analysis that looks at the profile, characteristics and background of persons of concern and the overall market system
- iii) conduct participatory vulnerability and capacity analysis to understand risk at the local level, with the communities and women leaders/ farmers
- iv) conduct a sector selection and value chain analysis that aims at selecting a sector or value chain with potential for employment creation and relevance to persons of concern
- v) evaluate potential effectiveness and market viable sectors to invest in
- vi) quarterly review of market situation to keep persons of concern abreast with market situation
- vii) support groups to establish early warning systems to inform humanitarian decision making
- viii) support groups to develop strategic implementation plan of livelihood interventions based on target market and capabilities
- ix) establish innovative community-based livelihood programmes based on the profiles of interested individuals and groups under the leadership of people of concern.

**Key Focus Area 2:** *Establish Community Based Disaster Risk Management (CBDRM)*

**Key actions**

- i) training and capacity Building of women and young people in Disaster Preparedness and Response planning
- ii) support community structures to develop and implement community Level Disaster Preparedness and Response Plan
- iii) advocate public investment in preparedness and Risk informed development plans.

**Key Focus Area 3:** *Promote assets recovery and diversification*

**Key actions**

- i) identification of complementary programmes by government and other actors
- ii) support persons of concern to design multi-sectoral plans to establish new partnerships opportunities
- iii) link persons of concerns with complementary partners for support iv) support persons of concern to access secured land
- iv) provide conditional and unconditional cash, vouchers and local fairs to boost local economy and cash for assets and cash for work (livestock vaccinations, improved seeds, packaging, skills training)
- v) collaborate with the private sector to provide enterprise-based training and value chain development
- vi) support trainings on agricultural techniques including cropping, subsistence farming-agribusiness, agro-ecology and home/kitchen gardening using conservation and organic farming methodology
- vii) support innovative community savings and loans schemes (seed credit, revolving livestock scheme and cash savings and credit schemes)
- viii) support network of women livelihood groups and cooperatives to track the budget of government and humanitarian actors on livelihood programmes for women
- ix) support network of women livelihood groups and cooperatives to demand increased resource allocation for livelihood programmes by government and humanitarian actors.



South Kivo Provincial Minister visit to the Fizi territory

## Partnerships

**A** A DRC believes that gender inequality and poverty alleviation can be achieved not only with the affected people but also with allies and other groups interested in the issue at stake..AA DRC will therefore continue to engage with state actors from the national to local level in all its interventions to ensure that our interventions are in line with national and local level development processes and priorities. More strategic engagement with state and non-state actors (local armed groups and powerful private sector) will be pursued to create space for persons of concern especially women and their organisations to lead change processes in humanitarian response and accountability within an empowering and safe environment.

Collaboration and partnership with donors such as FCDO, ECHO and UN agencies will be maintained to advance the course of persons of concern for self-reliance and independence.

New partnerships that advance our mission objectives will be explored and established within the CSP period. Some of the organisations targeted for new partnerships include SIDA, Canadian Government, Irish Aid as well as foundation-based funding through ActionAid US, UK, Netherlands, Australia and Denmark. The CP will continue to participate in UN coordination and cluster meetings to share information, carve a niche, and establish strategic relationships to advance our mission.

Additionally, existing long-term partnerships with women groups, protection monitors, community facilitators and other groups of persons of concern will be strengthened and sustained. Collective efforts of women affected by crisis and their organisations will be supported to share learning across issues, sectors and groups to build a formidable provincial, national, regional and global alliance for women leadership and accountability in humanitarian response. These platforms will be linked to the Feminist Humanitarian Network (FHN), NGOs, national and local NGOs, women's networks and other CSO who have demonstrated significant commitment to the cause of persons of concern.



Consultative meeting with community members

# Programme Growth and Sustainability

## Geographical expansion

**A** A DRC will support geographic expansion as an essential part of adjusting to a fast-changing nation, helping us secure the resources, partnerships, skills, and political influence to achieve our strategic ambitions. Expansion in new areas will be based on areas with potential for political influence, programme impact and mobilisation of resources, partnerships relevant to furthering our mission and objectives of raising AA DRC's general credibility, visibility and profile. The principles, criteria and processes of ActionAid Geographical footprint will guide the expansion processes. Also, AA DRC will continue to respond to humanitarian crisis in line with ActionAid's humanitarian mandate and signature.

## Maintaining presence after CS or project phase-out

AA DRC will maintain its virtual and physical presence in areas that it has operated for more than 6 months.

This includes all child sponsorship supported programmes and Pool Funds Projects. In all these areas, AA DRC will continue to interact with local authorities, protection monitors and community facilitators and community structures to exchange information on humanitarian and protection issues affecting the areas. Protection monitors and women groups will be supported to work with service providers under the leadership of UNFPA to respond to women protection risks. AA DRC will set up a complaints and feedback mechanism which will include the running of a toll-free line. This will enable the CP to receive complaints and cases from communities, thereby maintaining regular communication with communities and follow-up. Livelihood groups will also be supported to link with other cooperatives for continued support. The Humanitarian Coordinator will be directly responsible for this initiative.



ECHO team interacting with women in Fizi during monitoring visit

## Organisational Priorities and Shifts

It is acknowledged that ActionAid DRC is emerging from a difficult past. However, great progress has been realized in the few years from the implementation of the Programme and Financial Sustainability Plan that demonstrate immense goodwill from community and partners that can be galvanized towards greater success in this strategy. AA DRC will seek to consolidate its position as a dynamic, effective, sustainable and viable country program, with a clear value-add externally as well as internally, to implement this strategy through the underlisted enabling strategies.

## Priority 1: *Improved leadership and governance of the organization*

### Implement an adaptable and agile organizational structure

In line with the Satellite Model, a fit for purpose organizational structure that is adaptable to the needs of AA DRC will be implemented with a gender balanced core team of seven staff made up of Country Director, Humanitarian Coordinator, Staff Safety and Security Coordinator, Finance Manager, Human Resource and Administration Officer, Finance Officer and Logistics Support Assistant. Additional staff engaged will be based on the availability of partnership projects. Project staff will be recruited based on thematic and functional expertise and competence. The CP is categorized into three zones namely Kinshasa Development Programme, Kasai Development Programme and Eastern Development Programme. Each zone will be headed by a senior staff, not below the level of a Coordinator. A Country Management Team made up of the Country Director, Finance Manager, Humanitarian Coordinator, Staff Safety and Security Coordinator, Chairperson of the Women's Forum, Human Resource and Administration Officer and Project Coordinators will support the Country in the day-to-day management of the CP. As funding improves and more projects are implemented, the CP will expand its core staffing to include Programme and Business Development/Fundraising Manager, MEAL and Communication Coordinator, Humanitarian Policy and Advocacy Officer and Internal Audit.

### Implement the Satellite Model to increase the resilience of the CP

As a pioneer implementer of the satellite model (operating with no regular giving income and minimal financial dependence on the AA Federation), AA DRC will become a center of support for implementing unique and relevant context specific operating model that is impactful, cost effective and sustainable three years after implementation of this strategy. The CSP period will see the full implementation of the Satellite Model and share learnings with the federation for federation-wide learning and adaptation. Within the scale and nature of operations, the CP will adopt different forms of programme and organisational engagements to move from satellite to country light or full presence. Core functions including strategic communication and MEAL will be sought through peer support and service sharing agreements as and when needed. The CP will continue to work with the Country Support and the CMR team to assess the delivery of KPIs and identify support needs for redress.

### Build capable and diverse leaders for effective performance

The CP will attract and retain talented staff recognising that staff are the greatest asset of the organization. The CP will priorities i) appointment of women, ii) development of a competency framework that outlines technical, managerial and personality competencies; iii) staff safety, security and wellness; iv) transformative feminist leadership; v) provide interns with hands-on experience of working to achieve social justice, gender equality and poverty eradication; vi) performance management and teamwork to allow for adjustments and improvements in individual staff and teams' performance. Some of the competency areas that will be developed include case management (UASC, SHEA, SGBV). A comprehensive competitive salary structure and scale will be developed to make AA DRC competitive.

Despite the time pressures of humanitarian response, the CP will identify the most appropriate, consistent, inspiring and reinforcing ways to celebrate individual performance and team milestones to build morale and bolster the motivation of the team members to continue their hard work.

### Strengthen organizational culture and ways of working

The CP will strengthen the women's forum to be more functional and respond to the leadership and strategic needs of female staff. Conversations on the top ten feminist principles will be reinvigorated to ensure its internalization in our ways of working. SHEA Focal Persons in each office will receive regular training to enable them to effectively monitor and swiftly respond to SHEA cases as and when they arise. Monthly update on Safeguarding and SHEA will be provided at staff and Country Management Team Meetings. AA DRC will secure a hotline for complaints and feedback in addition to using community-based feedback mechanisms to ensure the protection of communities. The communication tree will be strengthened from field workers to senior management, with telephone numbers provided to communities to enable AAI DRC to systematically respond to and escalate complaints and feedback. The MEAL Officer will analyse complaints and feedback which will then be relayed to sectoral teams within three days of receipt so these can be addressed. A response will be provided to the community member within one week of receipt. All feedback related to sexual exploitation and abuse will be handled by a separate Safeguarding/SHEA team within 24 hours.

Staff will continue to sign up to the AA Code of Conduct as a mandatory requirement for all staff. The Code of Conduct defines the minimum standards of conduct to ensure that each staff's conduct and contributions are appropriate based on the operating context, AA assurance policies, staff safety and donor requirements.

AA DRC recognizes that the urgency, uncertainty and pressure of working in a humanitarian response can lead to stress. Measures will be put in place including trainings to gauge the stress level of the individual members of staff to provide the needed support. Experts on stress management will be engaged regularly to provide physical and virtual training to staff on how best to manage stress in the operating context. The CP will continue to comply with COVID-19 preventive protocols in all programme and organizational processes to ensure the safety of staff, partners and community stakeholders. Considering the stressful and difficult operating context, qualifying staff will be granted regular periods of rest and recuperation to protect their health and well-being and to ensure optimal work performance upon resumption of duties. Work-life balance will also be encouraged to ensure an equilibrium in personal, professional and family life.

AA DRC's operational context requires full compliance with the AA Staff Safety and Security Policy. The staff safety and security policy outlines how safety and security risks that ActionAid staff and others working under its instruction are exposed to during the delivery of its work are to be consistently managed within acceptable limits across the entire ActionAid Federation. A Staff Safety and Security Coordinator will therefore be recruited as part of the core team to establish a staff safety and security unit for AA DRC in the first year of the CP. The unit will be equipped with security apparatus to respond to the security needs of staff, partners and communities. A strong risk management culture will also be championed to ensure that all programmes and activities are delivered in compliance with ActionAid's minimum safety and security requirements. This will be a key performance indicator for all Country Management Team members of the CP. Resources will also be invested to equip all staff with basic staff safety and security protocols. The CP will leverage on its existing relationships with communities to deepen community acceptance to get relevant and first-hand information to inform decision making.

## Priority 2: *Improve communication and diversify funding*

### Communication

In collaboration with the Global Secretariat, IHART and AA Centers of Support, AA DRC will enhance its capacity to create and occupy public spaces with persons of concern to secure changes in policies, practices, attitudes and behaviours especially in humanitarian response. High quality programmes and key strategic issues AA DRC engages in will be profiled through various communication platforms from local to international levels. Work with the media will go beyond reporting on AA DRC's programmes to following up on the impact of AA DRC's intervention to generate public discussions and promote women's local leadership and accountability in humanitarian response at national, regional and global levels. A quarterly newsletter will be developed and shared with the public and the AA DRC website and other platforms like the facebook and twitter platforms will be regularly updated and monitored in French and English.

Investments will also be made in systems to ensure effective operation of the SUN, CMS, Protection Reporting System and online MEAL systems. Innovative communication platforms will be set up to encourage virtual meetings to save on costs of travelling. Because of the operational context of the CP, communication infrastructure will be evenly distributed in order not to create undue advantage to other offices and locations. All offices especially in remote locations like Baraka will be equipped with good communication gadgets to make staff effective and responsive.

### Fundraising

#### Regular Giving

A phase out plan will be developed to ensure smooth transition from child sponsorship-based programming to project led programming in communities and territories to extend the impact of our work and achieve the objectives of this strategy. Two-sided transparent communication with community stakeholders and funding affiliates will be maintained to deepen understanding of the transitional processes based on agreed deliverables by the end of the transition in 2022.

## **Partnership and Institutional Funding**

AA DRC over the last three years have secured an average of 2.5m GBP per annum from partnership and institutional donors. The CP estimates to raise an average of 3.7m GBP per annum over the CSP period.

To achieve this, vigorous fundraising efforts will be pursued to ensure that AA DRC explores and finds new and innovative sources of funds to ensure long-term income growth. In country fundraising will continue to be prioritised in addition to strengthening relationship with the Global Secretariat and other federation members. AA DRC will explore and secure unrestricted funding opportunities from federation-wide leadership and funding affiliates for specific strategic funding for women-led humanitarian response, women's leadership, advocacy and policy. Accordingly, good working relationships will be developed and strengthened with current and potential donors as well as federation members by keeping an open mind and ensuring an effective flow of communication at all times and improving contract management.

The CP will demonstrate programme impact as evidence of our work to retain donors and attract more official and high value funding through quality programming, timely reporting and financial accountability. We will work to sustain our relationship with current donors while packaging our fundraising schemes and products in a way that promotes a purposeful and sustained relationship with prospective donors to engender their commitment.

A funding strategy based on clear local and national funding plans will be developed to grow our funding in innovative and sustainable ways to achieve our strategy. A Business Development/Fundraising and Programme Manager will be recruited to lead fundraising initiatives with support from all staff who will have fundraising as a key performance indicator.

The existing relationship with the START Network, Consortiums with CAFOD/World Vision and CAFOD/Christian Aid will be strengthened to enable the CP to position itself to secure long term partnership projects. Regular meetings with consortia members will be instituted to explore opportunities beyond resource mobilisation and joint programming, research, advocacy and policy work.

The fundraising committee made up of the Country Director, Finance Manager, Business Development/Fundraising and Programme Manager, Humanitarian Coordinator and Child Sponsorship Focal person will continue to work in close collaboration with IHART, Global Secretariat and AA funding affiliates profiling around women- and youth led response. The committee will be strengthened through competency-based trainings in proposal development, log frames, donor intelligence and donor recruitment and relations. The most appropriate cost recovery strategies will be employed in resource mobilisation and fundraising efforts to ensure financial sustainability of the CP.

## **Priority 3: *Improve financial management to enhance effectiveness and promote accountability and transparency***

AA DRC will work with the GFS team at the Global Secretariat and Country of Support to invest in the newer version of the SUN Accounting System (SUN 6.3) to improve transaction processing, reporting and funds management. Use of the Contract Management System will be strengthened to ensure that all donor-funded projects are migrated into the system to ensure efficient grant management and reporting. Tailor made training and support to respond to issues from routine monitoring will be provided to staff and partners through annual training workshops, one-on-one training sessions, and mentoring. Processes such as expenditure verification exercises, partners reporting systems, internal and external audits will be strengthened and working relationships with other functions will be enhanced to achieve the objectives of the strategy.

The Local Financial Policies and Procedures Manual (LFPPM) as well as the procurement policy will be monitored and updated regularly to ensure that it facilitates the execution of this strategy to safeguard organisational resources. Emerging financial issues that hinder implementation of the strategy will also be reviewed in the interest of people living in poverty. Internal control systems and policies will continuously be strengthened to ensure effective resource and budget management, achieve value for money in procurements and safeguard organisational assets. We will ensure that systems and policies put in place are in line with AAI's financial management framework, international accounting standards and the laws of the country. AA DRC will improve financial reporting mechanisms and accountability to donors through timely reporting and efficient use of resources.

To ensure that the CP can recover the total operational costs of delivering on donor-funded projects as well as recover as much indirect costs as possible, a cost recovery policy has been developed and incorporated into the LFPPM. We will yearly compute our indirect cost rate to guide and adopt templates to help us monitor how well we are doing in cost recovery.

Financial monitoring indicators will be developed based on the top ten basics to closely monitor using resources to increase transparency and accountability. Financial information will be made readily available to all users including partners, community members, donors and other relevant stakeholders. Timely and accurate reports will be provided to donors in an acceptable format to establish donor trust and raise partnership income.

The CP will strive to achieve reserve levels of a minimum of 2 months of expenditure to enable the CP to meet possible co-financing arrangements for donor-funded projects and other exigencies. The CP will update its resource allocation framework to reflect the current operating model of the CP as a Satellite program. This framework will be used as the criteria for allocating resources in places where AA DRC have footprints but no project funding, to maintain relationships with persons of concern and coordination clusters.

Grants management functions will be strengthened to ensure improved fundraising, donor relations and partner capacities. We will put in place mechanisms to improve our absorption capacity, including systems for quick, periodic scale-ups and scale-downs linked to humanitarian response. Increased humanitarian programme quality, including appropriate MEAL will also enhance financial accountability and investments in humanitarian advocacy and policy.

#### **Priority 4: Enhance programme coherence and quality for accountability and learning**

In line with key humanitarian principles, AA DRC will go through CHS assessment in the first year to certify AA DRCs humanitarian programming's compliance to the core standards to enhance its programme coherence and compliance. Other humanitarian protocols and standards, including the Grand Bargain and UN Security Council Resolution 1325 will be adhered to.

During the strategy period, AA DRC will lead as conveners of protection sub-clusters and working groups on child protection in three territories and three health zones in DRC to ensure coordination of humanitarian response as well as increase its visibility.

The DRC Strategic Working Group (SWG) which comprises of Country Support, IHART, AA UK and AA Australia, will continue to function to strengthen staff capacity in proposal development, humanitarian programming, grant management and communication.

The working members will conduct one field visit to DRC every year to support the DRC team to critically reflect on successes and areas for improvement to enhance the CPs resilience and sustainability. The visit will also be used to interact with persons of concern, donors and government officials to increase the profile of the CP. The work of the working group will be located within the broader federation-wide objective of facilitating dual citizenship and increased peer support to maximize collective resources. This will enable the CP to secure sustained support for humanitarian

MEAL frameworks will be developed to set out clear minimum standards but allow for flexibility in the diverse contexts of different provinces and territories. The indicators and means of verification of the MEAL Framework would look beyond specific project and contribute to cluster indicators and outcomes, and ActionAid's Global MEAL Framework.

Information on key priority areas will be gathered to establish baseline and indicators for all interventions to strengthen learning, accountability, and impact assessment. This will enable AA DRC to test its hypothesis and develop evidence that substantiates our theory of change, ensuring that our practice is consistent at both the policy and programme level. The MEAL framework will be designed to deal with the multi-faceted character of shocks and stressors in the DRC by using both qualitative and quantitative indicators with active involvement of persons of concern in defining the indicators. Key principles in designing the MEAL framework will include participation, empowerment, reliability, accountability, learning, gender sensitivity, emergency/disaster sensitivity, flexibility and adaptability.

An online M&E system will be developed to capture all programme and organisation priorities, key activities, progress of implementation and indicators to track and monitor programme implementation and outcome indicators. The system will also create a story and photo hub to be used to substantiate outcomes harvested. The online protection software which is being piloted will be integrated into the M&E system.

A feedback and complaints handling mechanisms (FCHMs) will also be supported to deepen our accountability to persons of concern and their communities and organisations. The FCHMs will enable communities to feedback, including reports of abuse and exploitation.

Three FCHM modalities will be used in this strategy: on-site help desks staffed by ActionAid staff, suggestion boxes, social media such as Facebook messenger and a toll-free hotline operated by a third-party contractor with multilingual operators. These will be adapted in consultation with diverse groups, particularly women and girls, older people and those with caring duties to ensure they feel safe and able to access them, especially for sensitive issues. Participatory Review and Reflections Processes and local women's dialogues will also be used to get direct feedback from communities. AA DRC will also continue to sign up to the inter-agency complaints and feedback mechanisms.

## Financial Projections

The sources of income for the CSP period will largely be from Institutional funding, Partnership and Philanthropy. Child Sponsorship (CS) Income is expected to be totally phased out of AA DRC at the end of 2022.

CS income refers to income from a regular giving product with a child profile. The CP will not be receiving CS income at the end of 2022. CS income in 2021 and 2022 will be £299k and £190k respectively.

Institutional funding refers to income from bi-lateral and multi-lateral sources raised primarily through competitive processes and is governed by a contract e.g. income from EC, FCDO, DANIDA etc.

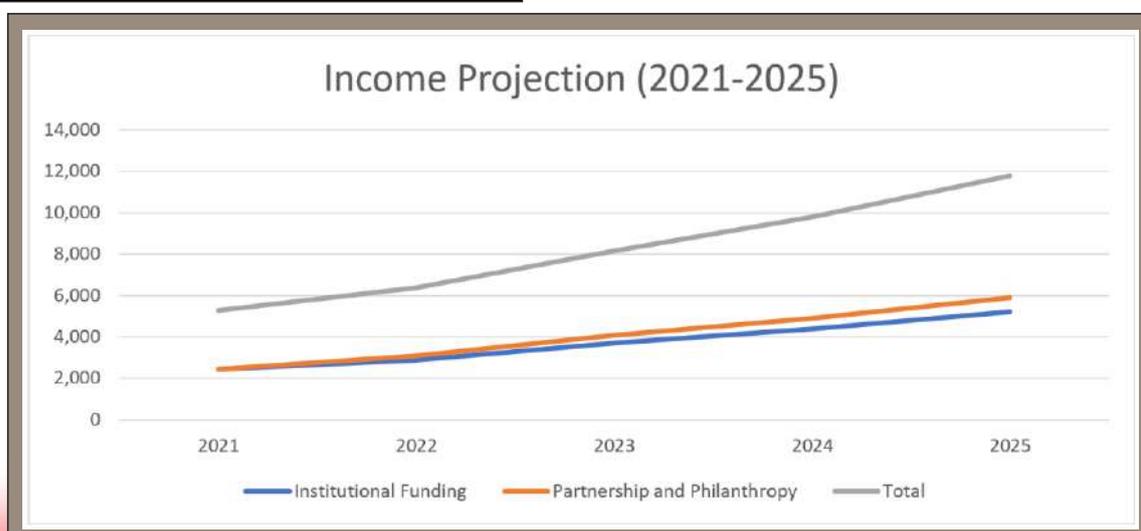
During the CSP period, income from this source will on average constitute 87% of the total income. The CP expects to raise an average of £3,229k from this income source over the CSP period.

Philanthropy and Partnerships are donated income from Major Donors, Corporates, Trusts and Foundations. With the funding gap arising from the phase out of CS income, we will intensify our fundraising efforts in this area to increase this income stream. An average of £386k is expected to be raised from this income stream over the CSP period.

**Table 1: Income Projections (2021-2025)**

Income Source	2021	2022	2023	2024	2025	Total	Average
	£000	£000	£000	£000	£000	£000	£000
Child Sponsorship (CS)	397	190	-	-	-	587	117
Institutional Funding	2,446	2,869	3,715	4,385	5,220	18,635	3,727
Partnership and Philanthropy	0	220	370	520	670	1,780	356
<b>Total</b>	<b>2,843</b>	<b>3,279</b>	<b>4,085</b>	<b>4,905</b>	<b>5,890</b>	<b>21,002</b>	<b>4,200</b>

**Figure 5: Income Projections (2021-2025)**



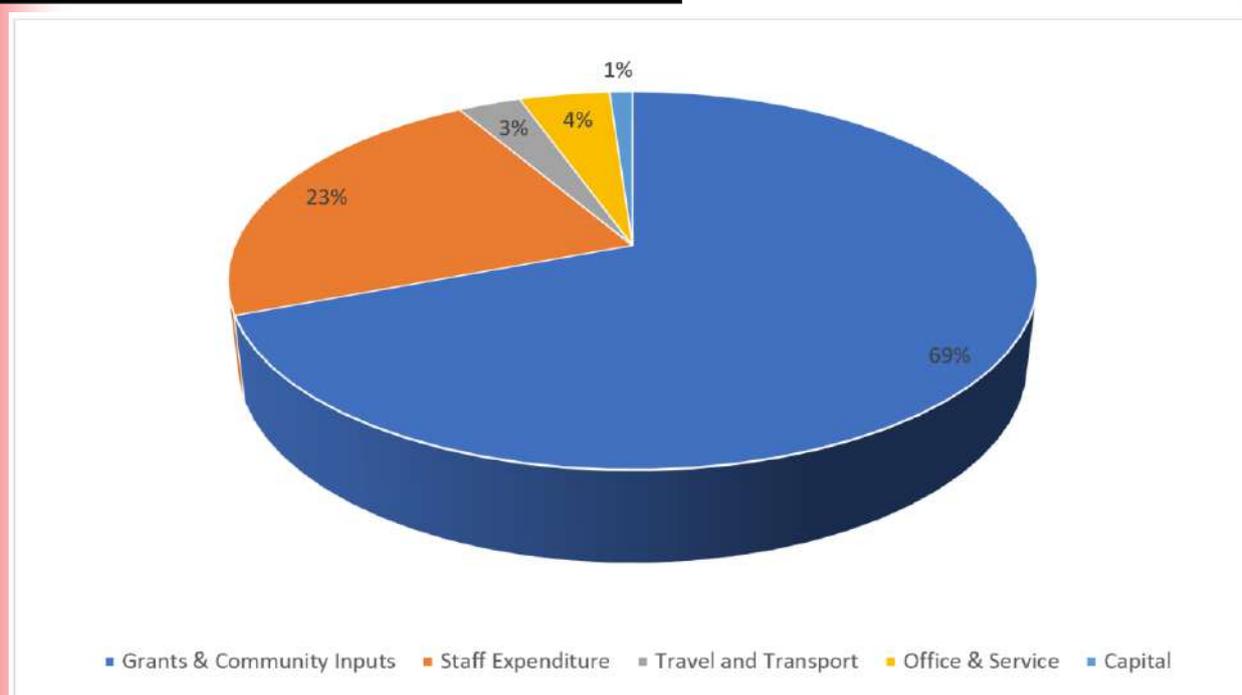
## Expenditure 2021-2025

Expenditure is analysed as per natural cost classification. The average expenditure over the CSP period will be £4,153K with 70% of the expenditure being direct community input and grants. Table 2 provides a breakdown of expenditure based on natural costs.

**Table 2: Natural Costs Classification (2021-2025)**

Expenditure by Classification	2021	2022	2023	2024	2025	Total	Average	Prop %
	£000	£000	£000	£000	£000	£000	£000	
Grants & Community Inputs	1,955	2,265	2,922	3,409	3,983	14,534	2,907	70%
Staff Expenditure	634	717	818	925	1,162	4,256	851	20%
Travel and Transport	85	96	130	224	388	923	185	4%
Office & Service	122	138	144	254	267	925	185	4%
Capital	31	12	15	35	35	128	26	1%
<b>Total</b>	<b>2,827</b>	<b>3,228</b>	<b>4,029</b>	<b>4,847</b>	<b>5,835</b>	<b>20,766</b>	<b>4,153</b>	<b>100%</b>

**Figure 6: Natural Costs Classification (2021-2025)**



## Reserves

As a satellite CP, we are not expected to keep reserves. However, AA DRC highly recognizes the importance of keeping reserves to enable the CP to meet co-financing requirements from donor funded projects and other exigencies especially since CS income will cease at the end of 2022. Efforts are being made to ensure that we recover as much administrative support from donor funded projects as possible. Cost rationalization measures will also be introduced to improve operational efficiency.



## MEAL Framework

### Introduction

**T**he ActionAid's Meta-Theory of Change (MTOC) guides our collective understanding of what will drive achieving social justice, gender equality and poverty eradication. Our long-term engagement with people living in poverty and people of concern as both a catalyst and a contributor to social change processes has informed that AA DRC needs to focus more on addressing patriarchy and deep-rooted poverty during humanitarian crisis.

This framework will serve both accountability and learning purposes. Accountability will focus on both upward accountability and downward accountability. The framework will also promote collaborative learning, allowing stakeholders to share their views, perspectives and ideas, without fear of negative consequences. This framework is designed to deal with the multi-faceted character of shocks and stressors associated with humanitarian context by using both qualitative and quantitative indicators with active involvement of persons of concern in defining the indicators.

Key principles that guided the design of this MEAL framework include participation, empowerment, reliability, accountability, learning, gender sensitivity, emergency/disaster sensitivity, flexibility and adaptability. The outcomes and indicators of the MEAL Framework look beyond AA DRC and AAI and contribute to the cluster indicators and outcomes. The framework looks at the programme priorities and organisational shifts, key result areas, outcomes and impact which have a relationship with goals of the CSP. This will aggregate to confirm or otherwise the theory of change of the intervention.

**Table 3: MEAL Framework**

Theory of Change: AA DRC therefore, believes that gender equality and poverty eradication can be secured through effective community and women led protection and accountability mechanisms supported by sustainable and resilient livelihoods. This is achieved through purposeful individual and collective action of people affected by crisis to shift and challenge unequal and unjust power from the household level to local, national and international levels.

**Programme Priority 1: Enhance security, dignity and empowerment of persons of concern to reduce protection risk**

**Impact: Persons of concern live in dignity without fear of discrimination and insecurity**

	Outcomes	Indicators
<b>Key focus area 1:</b> <i>Strengthen community-based protection mechanisms to reduce protection risks</i>	<ul style="list-style-type: none"> <li>• Protection risk mapped in communities</li> <li>• Community-based protection plans implemented</li> <li>• Reduced protection risk</li> <li>• Increased safe spaces for women and girls</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of protection risk map</li> <li>• Evidence of women and community-led interventions</li> </ul> Number of physical and invisible safe spaces for women and girls
<b>Key focus area 2:</b> <i>Improve responsiveness of humanitarian actors in addressing strategic and immediate and long-term protection needs of people of concern especially women.</i>	<ul style="list-style-type: none"> <li>• Mental, psychosocial and medical support accessible to women and other vulnerable groups as well as groups and individuals with specific needs.</li> <li>• Community based referencing systems established.</li> <li>• Increased allocation of resources to respond to protection issues by government.</li> <li>• Increased access to income and economic empowerment opportunities through multipurpose cash transfers</li> <li>• Women and other vulnerable groups represented in decision-making on protection policies and programmes</li> <li>• Alternative women protection models and COVID 19</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of MPSS provided</li> <li>• Number of community referencing systems</li> <li>• Number of government policies and programmes on protection</li> <li>• Evidence of alternative protection models</li> </ul> Evidence of alternative economic opportunities for persons of concern
<b>Key focus area 3:</b> <i>Undertake protection monitoring to collect and analyse protection information for accountability and advocacy.</i>	<ul style="list-style-type: none"> <li>• Updated data on protection</li> <li>• Pool of protection monitors especially women available in communities</li> <li>• Protection policy briefs produced.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness of AA protection reporting system</li> <li>• Number of female and active protection monitors</li> </ul> Evidence of protection information feeding into cluster processes

<b>Programme Priority 2: Increase access to safe and quality learning environment for all children especially those affected by conflict</b>		
<b>Impact: Children especially those affected by conflict access safe and quality learning environment/spaces</b>		
	<b>Outcomes</b>	<b>Indicators</b>
<b>Key focus area 1:</b> <i>Improve quality basic education for all children</i>	<ul style="list-style-type: none"> <li>• Increased access to teaching and learning materials for all children</li> <li>• Increased capacity of teachers and school administrators on prevention and control of infection (PCI)</li> <li>• Increased access to conducive learning spaces</li> <li>• Increased parental consciousness about allocation and utilisation of resources in education</li> <li>• Increased capacity of teachers in new pedagogy, child and gender-sensitive teaching methodology</li> <li>• Flexible teaching and learning methods including home-based learning adopted to increase time on task</li> </ul> <p>Increased demand for education sector policy reforms.</p>	<ul style="list-style-type: none"> <li>• Percentage of children especially IDPs with TLMs</li> <li>• Evidence of teachers incorporating PCI in classroom management</li> <li>• Evidence of schools demonstrating PCI</li> <li>• Evidence of education resources tracked.</li> <li>• A number of flexible teaching methods adopted</li> </ul>
<b>Key focus area 2:</b> <i>Strengthen community-based child protection mechanisms</i>	<ul style="list-style-type: none"> <li>• Increased security of pupils and teachers in and around schools</li> <li>• Increased teachers and parents understanding and management of children's socio-emotional well-being and safety and security at the school and the household</li> <li>• Increased safe spaces and listening points for girls' in localities</li> <li>• Decreased cases of family separation due to disasters, care and family reunification</li> <li>• Government and community structures respond (transitional and psychosocial) to cases of violence affecting children including VAGs</li> <li>• Increased awareness of children on sexual and reproductive health rights, child protection in emergencies and related laws</li> <li>• Host child protection working groups at health zones and territorial levels.</li> </ul> <p>Policy briefs on the effects of insecurity and access on child protection produced and shared</p>	<ul style="list-style-type: none"> <li>• A number of schools with safety and security systems established.</li> <li>• A number of teachers demonstrating understanding of socio-emotional well-being and safety and security at the school.</li> <li>• Evidence of reduction in the numbers of unaccompanied and separated children.</li> <li>• Evidence of children's awareness about sexual and reproductive health rights, child protection in emergencies and related laws</li> </ul> <p>A number of policy briefs on child production</p>

	Outcomes	Indicators
<b>Key focus area 2: Strengthen community-based child protection mechanisms</b>	<ul style="list-style-type: none"> <li>Increased security of pupils and teachers in and around schools</li> <li>Increased teachers and parents understanding and management of children's socio-emotional well-being and safety and security at the school and the household</li> <li>Increased safe spaces and listening points for girls' in localities</li> <li>Decreased cases of family separation due to disasters, care and family reunification</li> <li>Government and community structures respond (transitional and psychosocial) to cases of violence affecting children including VAGs</li> <li>Increased awareness of children on sexual and reproductive health rights,</li> </ul>	<ul style="list-style-type: none"> <li>A number of schools with safety and security systems established.</li> <li>A number of teachers demonstrating understanding of socio-emotional well-being and safety and security at the school.</li> <li>Evidence of reduction in the numbers of unaccompanied and separated children.</li> <li>Evidence of children's awareness about sexual and reproductive health rights, child protection in emergencies and related</li> </ul>
<b>Programme Priority 3: Establish and strengthen sustainable resilient livelihood support systems</b>		
<b>Impact: Persons of concern build back better</b>		
	Outcomes	Indicators
<b>Key Focus Area 1: Build community based sustainable and resilient livelihood programme</b>	<ul style="list-style-type: none"> <li>Socio-economic assessment and context analysis and background of persons of concern and overall market system conducted</li> <li>Vulnerability and capacity analysis to understand risk at the local level conducted</li> <li>Value chain analysis with potential for employment creation identified</li> <li>Increased understanding of potential effectiveness and market viable sectors to invest.</li> <li>Early warning systems established to inform humanitarian decision-making</li> <li>Innovative community-based livelihood programmes established</li> </ul>	<ul style="list-style-type: none"> <li>A number of socio-economic assessments and context analysis conducted.</li> <li>Number of early warning systems established</li> <li>Evidence of innovative community-based livelihood programmes established</li> </ul>
<b>Key focus Area 2: Establish Community Based Disaster Risk Management( CBDRM)</b>	<ul style="list-style-type: none"> <li>Improved community-led Disaster Preparedness and Response planning</li> <li>Increased community led implementation of Disaster Preparedness and Response Plan</li> <li>Increased public investment in preparedness and Risk</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of community</li> <li>Disaster Preparedness and</li> <li>Response plans implemented</li> </ul>

<p><b>Key Focus Area 3:</b> <i>Promote assets recovery and diversification</i></p>	<ul style="list-style-type: none"> <li>• Increased access to complementary programmes by government and other actors to support persons of concern</li> <li>• Increased access to conditional and unconditional cash to boost the local economy and cash for assets and cash for work</li> <li>• Increased collaboration with the private sector to provide enterprise-based training and value chain development</li> <li>• Increased involvement of persons of concern in subsistence farming-agribusiness, agro-ecology</li> <li>• Innovative community savings and loan schemes established</li> <li>• Increased resource allocation for livelihood programmes by government and humanitarian actors.</li> </ul>	<ul style="list-style-type: none"> <li>• A number of complementary programmes by the government supporting persons of concern</li> <li>• A number of persons of concern accessing multi-purpose cash</li> <li>• Evidence of persons of concern using knowledge and skills in subsistence farming-agribusiness, agro-ecology</li> <li>• A number of innovative community savings and loan schemes established</li> <li>• Percentage increase in resources allocated by the government for livelihood programmes</li> </ul>
<p><b>Organisational priorities and shifts</b></p>		
<p><b>Priority 1:</b> <i>Improved leadership and governance of the organization</i></p>	<ul style="list-style-type: none"> <li>• Adaptable and agile organizational structure implemented</li> <li>• Increase resilience of the CP through implementation of the Satellite Model</li> <li>• Improvement in individual staff and teams' security, wellbeing, safety and security and performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of a fit for purpose structure</li> <li>• Evidence of AA DRC providing support for the implementation of unique and relevant context-specific operating model</li> <li>• Evidence of a functional women's forum that responds to the leadership and strategic needs of female staff</li> <li>• Evidence of internalization of top ten feminist principles</li> <li>• Evidence of feedback related to sexual exploitation and abuse handled within 24 hours.</li> <li>• A number of measures put in place to gauge the stress level of the individual members of staff</li> <li>• Evidence of adherence to the AA Staff Safety and Security Policy in all operations</li> </ul>

<p><b>Priority 2:</b> <i>Improve communication and diversify funding</i></p>	<ul style="list-style-type: none"> <li>Increased public engagement to promote women's local leadership and accountability in humanitarian response in collaboration with the media</li> <li>Increased investments in systems including the SUN, CMS, Protection Reporting System and online MEAL systems</li> <li>CS phased out smoothly</li> <li>New and innovative long-term income sources growth developed</li> <li>Improved relationship with the Global Secretariat and other federation members</li> <li>Unrestricted funding secured for women-led humanitarian response, women's leadership, advocacy and policy.</li> <li>Increased donor retention and attraction for more official and high value funding</li> <li>Funding strategy based on clear local and national funding plans developed</li> <li>Increased capacity of staff in donor intelligence as well as donor recruitment and relations.</li> </ul> <p>Appropriate cost recovery strategies developed.</p>	<p>A number of public engagements on women's local leadership and accountability in humanitarian response</p> <p>Evidence of resource allocation in systems</p> <p>A number of long-term income sources secured</p> <p>A number of CS links phased out</p> <p>Amount of unrestricted income secured</p> <p>A number of donors retained</p> <p>A number of new donors attracted</p> <p>Evidence of funding strategy approved and operationalised</p> <p>Evidence of capacity building for staff in donor intelligence and donor recruitment and relations.</p> <p>Evidence of good cost recovery rate</p>
<p><b>Priority 3:</b> <i>Improve financial management to enhance effectiveness and promote accountability and transparency</i></p>	<ul style="list-style-type: none"> <li>Improved transaction processing, reporting and funds management.</li> <li>Contract Management System strengthened</li> <li>Improved capacity of non-finance staff in financial management processes</li> <li>Increased protection and safeguarding of organisational resources through Internal control systems and policies</li> <li>Robust risk management system established</li> <li>Value for money achieved through robust and transparent procurement processes</li> <li>A Cost recovery policy instituted</li> <li>Increased compliance with Top ten basics</li> <li>Reserve levels of a minimum of 2 months of expenditure achieved</li> <li>Grants management functions strengthened</li> </ul> <p>Improved absorption capacity through periodic scale-ups and scale-downs linked to humanitarian response</p>	<p>Evidence of efficient grant management and reporting</p> <p>Evidence of value for money in procurement processes</p> <p>Evidence of unqualified annual audits</p> <p>Evidence of effective internal control systems and policies</p> <p>Evidence of a regular risk matrix</p> <p>Evidence of monthly management accounts</p>
<p><b>Priority 4:</b> <i>Enhance programme coherence and quality for accountability and learning</i></p>	<ul style="list-style-type: none"> <li>CHS accredited.</li> <li>Protection sub-clusters and working groups on child protection hosted</li> <li>DRC Working Group operational and functional.</li> <li>Baseline information collected and analysed</li> <li>An Online MEAL system developed</li> </ul> <p>Complaints and feedback mechanism established.</p>	<ul style="list-style-type: none"> <li>Evidence of certificate from CHS Alliance</li> <li>Evidence of a functional MEAL online System</li> <li>Evidence of programme coherence</li> <li>Number of complaints and feedback mechanisms established in the community</li> <li>Evidence of baseline information</li> </ul>

## Risk Analysis

Risk is inherent in humanitarian response and the context of the DRC. Some of the risks identified include contextual, programmatic, institutional, financial, reputational and legal risk.

**Table 4: Risk Matrix**

Identified Risk	Likelihood (H/M/L)	Significance (H/M/L)	Risk Owner	Mitigation strategy Long Term Risk Response
<b>Contextual Risk</b>				
Difficulty in containing the COVID-19 outbreak resulting in AA DRC's inability to effectively implement activities.	M	H	CMT	Collaborate with donors to integrate COVID-19 prevention and control into mainstream programming. 2. Collaborate with the humanitarian agencies and the COVID 19 task force to update the CP on the situation. 3. Design flexible projects within the program that will be easily and rapidly adaptable if needs be 4. Develop a contingency plan to manage the impact of the pandemic.
Patriarchy and status of women. This increases potential risk of SGBV and wider range of SHEA/Safeguarding risks.	H	H	CD, Staff Safety and Security Coordinator/Head of Country Support	Strict adherence to staff safety and security protocols. 2. Safety and Security trainings and refresher to key staff (including simulation exercises, etc) and 3. Regular update of the ERP and HR/logistics policies if relevant 4. Working closely with the INGO Forum and INSO for regular security updates.

<p>Deterioration of security, bureaucratic or logistical challenges (closed access routes, slow customs clearance, etc) prevent timely delivery of aid to the target population</p>	M	H	CD, Staff Safety and Security Coordinator	<p>Equip the local bases and the field convoy with an appropriate communication system (VSAT, VHF, Hand-Set, CODAN and THURAYA), which will guarantee reliable communication between staff and bases.</p> <p>- With the collaboration of state and customary authorities and local associations, carry out regular security monitoring of the lines of intervention for early warnings.</p>
<p>Breakages in supply chains affects procurement and hinders delivery of assistance</p>	M	M	CMT	<p>Incorporate access to delivery points in selection processes. Maintain and update suppliers list with appreciable knowledge and understanding of the context.</p>
<p>Repeated attacks on the local population and fighting in other parts of the country will result in an increase in the number of IDPs and create difficulties in maintaining an appropriate response capacity</p>	H	H	CD/Humanitarian Coordinator	<p>Link humanitarian to development project where behavioural change can be monitored and evaluate on a longer-term basis.</p>
<p>Traditional and cultural practices that limits people of concern especially women's access and control over economic resources like land, credit and extension services</p>	M	M	Humanitarian Coordinator/Project Coordinators	<p>Ensure active and effective participation of women in programme design, response, monitoring and evaluation</p>

<b>Programmatic risk</b>				
Community inhibits the visibility of women and adolescent girls including disclosure of GBV issues.	M	M	Humanitarian Coordinator/Project Coordinators	Closely work with referral organizations, promote/inform on the clear and effective referral pathway in place, etc Supporting women and communities in which we work to undertake campaigns and advocacy to shift and transform power.
Ineffective PSEA measures result in staff, partners or associated volunteers harming members in the community	M	M	CD/Global SHEA Advisor	Include SHEA in all contracts and agreements with staff, volunteers, partners and service providers. Carry out regular SHEA risk assessment to respond to emerging issues before they escalate
Physical and mental health of staff and partners affect pace of programme implementation	H	M	CD	Engage Specialist in MPSS for regular Support
Weakness in the Criminal Justice System of DRC will make it difficult to bring perpetrators of violence against women and girls to book to act as a deterrent to others	M	M	CMT	Working with the duty bearer actors (eg: the police, the judiciary system, the local authorities, the militias, the army, etc)
<b>Institutional risk</b>				
The Government begins to more significantly curtail NGO activities including not providing approval for operations or delays in renewing certificate for operations	L	H	CMT	Regularly participate in INGO Meetings. Ensure compliance with regulatory framework

<b>Financial Risk</b>				
<b>Corruption/fraud - funds not used as planned, procurement inefficiencies</b>	H	H	CD/Head of Finance	Follow-up trainings on internal control system. Carry out regular internal audits
<b>Absence of banking systems in operation areas</b>	H	H	Head of Finance	Work closely with nearest financial institutions to make resources available to staff and partners
<b>Handling of physical cash by field officers</b>	H	H	CD/Head of Finance	Manage financial information. Use mobile money merchant where it is available and affordable
<b>Reputational Risk</b>				
<b>Misinformation about key interventions with focus on women</b>	M	H	MEAL Focal Person/Humanitarian Coordinator	Provide consistent information on interventions. Prepare and share leaflets and brochures on AA DRC interventions
<b>Ineffective feedback mechanisms especially in activeness of toll free line</b>	M	H	CD/MEAL Focal Person	Regular monitoring of toll free line

# ACRONYMS

AA	ActionAid
ACHPR	African Charter on Human and Peoples Rights
CEDAW	Convention on the Elimination of Discrimination Against Women
CHS	Core Humanitarian Standards
CMS	Contract Management System
CMT	Country Management Team
CP	Country Programme
CPs	Country Programmes
CS	Child Sponsorship
CSO	Civil Society Organisation
CSP	Country Strategy Paper
DAC	Development Assistance Committee
DANIDA	Danish International Development Agency
DfID	Department for International Development
DRC	Democratic Republic of Congo
EC	European Commission
ERP	Emergency Response Programme
FCDO	Foreign, Commonwealth and Development Office (UK)
GBP	Great Britain Pound
GBV	Gender Based Violence
GFS	Global Finance System
HIV	Human Immune deficiency Virus
IDPs	Internally Displaced Persons
IHART	International Humanitarian and Resilience Team (ActionAid International)
INGOs	International Non-Governmental Organisation
KPI	Key Performance Indicators
LFPPM	Local Finance Policies and Procedures Manual
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
NGO	Non-Governmental Organisation
PSEA	Protection from Sexual Exploitation and Abuse
SAR	
SGBV	Sexual and Gender Based Violence
SHEA	Sexual Harassment Exploitation and Abuse
SIDA	Swedish International Development Authority
SUN	
SWGs	Sector Working Groups
UASC	Unaccompanied and Separated Children
UK	United Kingdom
UN	United Nations
US	United States
USAID	United States Agency for International Development

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