

Country Programme Plan Great Lakes

I. ANALYSIS

1.0 Regional Context Analysis

1.1 Brief overview

The Great Lakes area consists of Rwanda, Burundi and the Eastern part of Democratic Republic of Congo (DRC). Rwanda covers 26.000 km² with a population of 9 million (350/km²). Burundi covers 28.000 km² with a population of 8.2 million (270/km²). DRC covers 2.3 million km² with a population of approx. 64 million out of which some 6 – 8 million live in South and North Kivu which are the provinces of DRC where NCA is mainly working (population density in the Kivus some 75 – 150/km²).

All the three countries are among the lowest ranked on the Human Development Index (HDI) in the world for 2006. Rwanda has HDI ranking of 158, Burundi 169 and DRC 167 of a total of 177 countries. Life expectancy at birth is, according to UNDP, 47 years for Rwanda, 50 years for Burundi and 51 years for DRC. Adult literacy rate for women is 60 % for Rwanda, 52 % for Burundi and 54% for DRC. Gross National Income per capita is \$230 for Rwanda, \$100 for Burundi and \$120 for DRC. Our comment to these figures is that for North and South Kivu the figures are probably lower than those valid for DRC in total.

The countries are strongly connected to each other in terms of natural geography, history, economy, ethnic groups etc. Another common element is that they have been plagued by conflicts and violence both between the nations themselves and domestically, which have a tendency to spill over borders into neighbouring countries. The 1994 genocide in Rwanda killed close to 800.000 people, continuous periods of ethnic based killing in Burundi have killed several hundred thousands and the wars in DRC in the 1990s have caused the death of 3,5 – 4 million people and created more than 1,5 million IDPs. In April 2007 it was decided to re-launch the Economic Community of the Great Lakes Countries (CEPGL), an organization that had been dormant for 13 years. Its main aims are to foster economic integration and promote cross-border cooperation. Belgium and the EU have provided budget for its first year of renewed work.

1.2 Participation

Gender discrimination: In present day society there is hardly any country that openly discriminates according to gender when it comes to participation in decision making at national or regional level in the society. In theory the opportunities for men and women should be equal. Both Rwanda and Burundi have passed laws endorsing gender equality and have sizeable numbers of female candidates in their parliaments (Rwanda 48,9 %, Burundi 30%). At the public level, an integration effort for women has been made and a step forward has been reached at the judiciary, legal and executive levels. Yet, there are still discriminatory arrangements, and it could be questioned to what degree women really have access to power at higher political and executive levels. DRC struggles with a low representation of women in decision-making positions and the efforts to get female senators and female MPs elected in 2006 elections were not very successful. In the DRC parliament there are 8 % women. The legislation concerning marriage in DRC is not answering to international conventions since forced marriages are still not punishable.

Ethnic discrimination is a sensitive issue in the Great Lakes region due to the recent history with genocide in Rwanda in 1994 and a long period of ethnically based violence in Burundi and even in DRC. Today it is against the law in Rwanda to discuss issues of

ethnicity and there are recurrent accusations of individuals and organizations (including international NGOs) of propagating genocide ideology. The Batwa is one minority ethnic group in Great Lakes. They amount to between 0,5 – 1% of the population, scattered throughout the area. Previously, Batwas could not take any part in the economic and political management, and they have been segregated from Bahutus and Batutsis and actively discriminated against. Formerly hunters and nomads, they are now agriculturalists and craftsmen. Most of them do not have land or a regular income. Extreme poverty does not allow them to own a house or to send their children to school. Prevailing illiteracy in the Batwa community is a handicap when trading their products. Traditionally polygamous, they have minimal knowledge about contraceptives and prevention against HIV. Like for all people in Great Lakes, their situation went from bad to worse in the face of genocide and wars. A higher percentage of Batwas was killed than other groups in the Rwanda genocide and they were also severely affected in Burundi and DRC during this period. Many of them were compelled to leave their home areas and take refuge in camps.

Religious discrimination: There is freedom of religion in the Great Lakes region, and no state religion exists. The majority of inhabitants are Christians, with a dominance of Catholics, but there is an extremely rich flora of various protestant and independent church denominations. Revival churches are strong in some areas. The Moslems are on the increase in the region, but have so far been well integrated in the society. Isolated political attempts to create tensions between Christians and Moslems have been quelled by religious leaders in cooperation. In DRC an arena for interfaith work has been created through a network of Justice and Peace Commissions (CSAs), in order for different religions to assist local communities on governance issues and to speak with the same voice towards the government.

Discrimination due to HIV and AIDS: The HIV pandemic has expanded among the population in the Great Lakes region due to displacement, acute poverty and sexual violence. The prevalence is 3 – 6 % of the total population according to recent UNAIDS and government reports. The number of widows affected by HIV and/or AIDS has increased. This results in a poor socio economic situation for these groups. Through vigorous campaigns, more and more people are however becoming increasingly aware of the existence and prevalence of HIV, thus discrimination and stigmatisation of HIV-positive people has decreased considerably. The HIV pandemic is for instance incorporated in all Burundian governmental officials' speeches, so the population is aware of its transmission and this lessens discrimination and stigma in the community. It is becoming evident that the affected people understand their situation much better than anyone else, for example, the poor understand poverty better than anyone else – so the affected are being involved when it comes to decisions affecting their lives. Faith based organizations are instrumental in the work to integrate people living with HIV, and to fight stigmatisation.

Exclusion of women from decision-making: All over Great Lakes males still have more say than their female counterparts when it comes to access and control over resources and benefits; this is evident right from household level up to decision-making levels among the partner organizations that NCA is working with. There are no female legal representatives in any of NCA's church partners, and no women among their decision-making positions. Nor do women have any voting power within the faith-based organizations. A few female pastors exist. The goodwill being shown/portrayed by the government in Rwanda in trying to attain gender equality in its various echelons (highest percentage in the world of female parliamentarians) has not yet trickled down to the grassroots. Gender inequality, being a culturally based issue, will take a long time to change. In Burundi, the constitution has endorsed participation of women at the institutional level, both in the Government and the Parliament. A new legislation that protects women has already been forwarded to the National Assembly for approval. This

gives a new consciousness to women even in rural areas although there are notable gender inequalities that hail from culture. For example, the Burundian tradition prefers a male child to a female child; that exposes the woman to inequality. Inheritance goes traditionally from father to son. In DRC there is not even political representation of women to any significant level. This is reflected throughout the whole society.

Elections/good governance and participation: Democratic elections have been held in all three countries (Rwanda 2003, Burundi 2005, DRC 2006). Elections in Rwanda and Burundi were generally peaceful and judged to reflect a fair electoral process. In both countries the ruling parties however heavily dominated the electoral campaigns. In Burundi communal councils have their eyes on the administrators, and help communities at the grass root level to rebuild confidence in the leadership. Women are among members of these councils. Performance of elections in DRC was highly impressive considering the size of the country and the recent insecurity. All international and national observer missions declared the elections largely free and fair, and the Congolese Supreme Court confirmed the result against some complaints. There has been some post-election tension in parts of DRC, including Kinshasa, since the elected president Kabila got very limited support in certain provinces.

Independent media: There is little room for independent media to express themselves in most of Great Lakes of today. There have been reports of violations against the free word for each of the three countries. Journalists of both local and international media are targeted. Local journalists are detained for shorter or longer periods and/or expelled, and foreign reporters have in some instances been denied visa. In DRC, radio and newspaper journalists regularly face death threats, abusive arrests and police brutality. In Burundi media played a key role in the 2005 elections by monitoring the electoral process, and informing the population about irregularities and insecurity that caused elections to be postponed in some regions. Although some journalists in Burundi were jailed in 2006 for ungrounded reasons, they were later released, as the court could not prove their guilt. At present a number of free radio stations in Burundi act as voices for the civil society and do not shy away from discussing political issues.

Great Lakes area still has a long way to go to obtain political stability and accountability. There has so far been little focus on, and room for, grass-root involvement in state and regional governance issues, although there seems to be an increasing understanding and interest in this issue amongst the general public, probably as a result of civic education in democracy and election processes. The deficit in participation is a challenge and will be a main area for NCA to put in its effort.

1.3 Equity

Main violations of economic, social and cultural rights (ESCR): is poverty reduction a national issue?

Poverty still stands out as one of the main causes of the 1994 war and genocide in Rwanda. Thus, poverty reduction is reflected in most of the reconciliation programs. In addition, all national strategies have an element of poverty reduction in them. In Rwanda the implementation of the Poverty Reduction Strategy Paper (PRSP) is supposed to be decentralized through Ministry of Local Government. The part of the PRSP dealing with agricultural development addresses mainly the use of fertilizer and improved seed, while the issue of exploitation of land and vegetation resources is not thoroughly analysed. The ambition of Rwanda's PRSP is high, but there is perhaps too much faith in the development of service and IT sector and too little focus on alternatives for the rural population. Vulnerable groups are mentioned briefly on page 159 of the document and it is recognized that Batwa's needs may not be met.

Burundi's PRSP (from 2006) has the following four main strategic axes: improving governance and security; promoting sustainable and equitable economic growth; developing human capital; combating HIV. Several vulnerable groups such as refugees, displaced, street children, orphans, victims of natural disasters, and the disabled, have been emphasized. Women and even the minority Batwa were consulted in the community consultation process while preparing the PRSP; Batwa specifically in connection to land tenure issues. Funds that were generated through debt reduction were channelled to sectors such as public health, HIV and AIDS, national solidarity, youth and sports, agriculture and livestock.

DRC has a preliminary PRSP that focuses primarily on DRC's natural resources as a means of improving living standards. It fails however to address the situation of the Batwa and other Pygmy tribes. These are people who are traditionally dependant on use of forest resources and are increasingly marginalized and discriminated against.

National budget/spending priorities, effectiveness of public service delivery to the poor?

Rwanda: Based on the national budget 2006 – 2007 it seems that more emphasis is being given to sectors like Education (27,3 % of total budget), Health (8,4 %) and Defence (8,2 %) than to Agriculture (4 %), Environmental Protection (0,7 %) and Water and Sanitation (3,2 %) sectors. Poverty reduction and indeed development can only be realized if these latter sectors are further uplifted.

Burundi: Based on national budget 2006-2007, emphasis is given to Executive and Legislative Councils (27.9 %), Education (17,8 %) and Defence (12,1 %), while Health gets 4,2 %, Agriculture 0,6 %, Environmental Protection 0,2 % and Water and Sanitation 0,8 %.

DRC: The Provincial budgets for 2007 have been discussed at the national level and the new constitution states that 40% of revenue generated locally shall remain in the Provinces. The five priority areas are: Education, Water/Electricity, Health, Roads and Security.

National policies relevant to needs of poor (donor/policy maker influence)?

The decentralization policy in Rwanda has been effectuated since January 2006; this is seen as a step towards bringing development and other services closer to the people. In Burundi and especially DRC, the regional and local budgets are still very minimal. DRC has the ambition of reducing poverty by 50% by year 2015, but is still waiting for a decentralization law to come into force.

Urban/rural inequality: There is an inequality between urban and rural areas in terms of development and resource allocation. The urban areas attract local and foreign investors, while in the rural areas basic infrastructure like primary schools and clinics that were destroyed during the periods of unrest are still not fully rehabilitated. In DRC especially, there are many rural areas with hardly any donor or government support to important areas like health and education. There is a serious lack of agricultural extension services to boost the food production in most areas. Additionally there is a lack of guidance to alternative ways of supporting the growing rural population with income generation activities and industrial production when farm sizes will be too small for subsistence.

Gender inequality: Women's access to resources like education, health facilities, work, and property is not equal to that of men in the Great Lakes region. Literacy levels of women are lower than those of men. Girls drop out of school to a higher extent than boys already at primary school level. According to national surveys, HIV prevalence is higher among women due to their socio economic status as well as their physiology. HIV and AIDS affect education and health sectors and the social status of those infected and affected by HIV. 42% of women in Rwanda are widowed, and women head at least 35%

of households. In Burundi, social imbalances are obvious in most sectors of national life. Women are affected by lack of financial stability since they do not have access to production sources such as credit and land. Women are being marginalized although any resources provided by government or regional authorities are intended to be gender neutral. This means that gender parity is not enough, and that there needs to be a relatively larger share allocated to women in order to achieve equity as an end result in resource allocation. In Rwanda, there is presently a vigorous campaign to ensure that girls are enrolled and maintained in schools, so that they eventually have equal chances in employment and other sectors. Meanwhile, in some instances, the cut-off points for admission of girls into certain institutions is lower compared to that of boys in an effort to encourage girls to join professions such as engineering and medicine. Burundi is also employing a strategy of affirmative action to encourage girls to get education. They are presently 41 % of students in secondary school and 27 % of university students. In DRC, there has been a decrease in the quality of education since the teachers have not been paid salaries for the last two decades. The majority of qualified teachers migrate to neighbouring countries. The fact that parents have to take care of teacher salaries excludes the majority of children from poorest families from education.

1.4 Protection

Main violations: armed conflict, crime, gender based violence (GBV): The population in Great Lakes region has suffered as a result of recent conflicts. In Burundi, the last armed group signed a ceasefire in 2006 that is yet to be implemented. Not all militia groups in Eastern DRC have yet agreed to be integrated in the national army. The presence of local and foreign militia groups, even intervention from different armies, have led to wide-spread theft and looting, human and material damage, killing, violation of women, young girls and even men throughout the whole of Great Lakes. Many crimes are still committed both in both rural and urban areas, these include human rights violations by police, rapes and nightly ambushes. Some crimes are related to land conflicts. Rwandans continue to live with the ever-looming threat of sporadic attacks by the rebels, Interahamwe, still hiding in neighbouring DRC. The population of DRC, especially women and children, pay the price of living in an insecure region on a daily basis. Sexual abuse and gender-based violence have become daily phenomena. This is a violation of fundamental human rights. Rapists are ex-combatants, cooks, teachers, relatives, drivers, street children etc. Women are also victims of verbal, physical and psychological violence. The result of all this is traumatized people, and a rapid spread of sexually transmitted diseases, including HIV. Another result of the war and insecurity has been a massive displacement of people that has made it impossible to practice agriculture and to harvest crops. The food security situation is deteriorating. In DRC there are as per December 2006 some 640 000 IDPs in North Kivu and some 220 000 IDPs in South Kivu (UNHCR figures). In Burundi there are some 115 000 long-term IDPs (OCHA February 2007). 300 000 Burundian refugees still live in other countries, particularly Tanzania. From 2002 to 2005 some 230 000 were repatriated through UNHCR.

Environmental degradation and climate change: The Great Lakes area has an extremely high population density. Agricultural land has been over used leading to soil degradation; this has in turn led to poorer agricultural yields/returns, and a deepening poverty especially among the predominantly rural based population. Forested areas have been cleared, both as a means of increasing the area of agricultural land, and to destroy hiding places for militia groups. In DRC the poverty, together with armed conflict and the non-functioning state, has led to serious environmental degradation of forest areas in the form of timber exploitation and degradation of land and water resources through exhaustive mining activities. Steep slopes are cultivated without proper soil conservation measures throughout the Great Lakes area, and there are very little water harvesting and water conservation practices in place. Due to land degradation and climatic change,

the region is now regularly suffering both drought and floods causing a very difficult food security situation. The rainy seasons are becoming unpredictable and unreliable. These environmental problems are becoming increasingly urgent and serious and need to be addressed in a comprehensive way both by government authorities and by NGOs. A suitable adaptation to the situation caused by climatic change is necessary in order to reduce poverty and increase food security.

Situation for those most vulnerable in society: The instability in the region has made it increasingly easy for individual militia and rebel groups to recruit children into their ranks. These children lose out on all levels - no education, no families and are traumatized by their experiences. Their reintegration into society is difficult and requires resources and dedicated work. The social network for marginalized groups like disabled, internally displaced people (IDP) and people living with HIV (PLHIV) is limited or non-existent, and many of these people depend on the work of NGOs for their daily existence. Less than 5% of handicapped people are properly catered for with necessary assistance. Hundreds of thousands of children are orphaned due to unrest and or AIDS.

Legal context: In 2005, the government of Rwanda passed a law making it illegal to use plastic bags; this was in order to ensure that the environment is protected from destruction by these non-biodegradable products. Around the same time, another law was passed which prohibited the cutting of trees; in extreme cases, one can apply for official permission to cut trees. Similarly, building materials like bricks, stones and sand can only be transported after authorization has been sought from local authorities concerned. On the last Saturday of the month, there is compulsory community work "Umuganda" whereby the community members engage in environmental protection initiatives like terracing and tree planting.

Based on the analysis in sections 1.2 – 1.4 we will single out the following to be considered as the **Main violation of rights**. These will be addressed in chapter 3.

Participation:

Lack of local participation in decision-making and in governance issues.

Equity:

Lack of resources for rural development.

Lack of equal opportunities (economy/culture/identity) for ethnic minority group Batwa.

Protection:

Lack of protection of women and girls in conflict and post-conflict society.

Non-sustainable use of agricultural and forest land.

1.5 Role of civil society and NCA partners

An overarching goal for NCA is to provide support that strengthens relevant institutions within civil society. This arises from the belief that both a strong state and vibrant civil society are necessary in order to effectively address issues of poverty and injustice. The churches and other faith-based organizations are reaching out to a majority of the citizens in Great Lakes area. They are present and functioning even in times of conflict and unrest and this makes them an extremely important part of the civil society. Some of the churches in Rwanda, notably the Catholic church, have suffered credibility problems due to their roles in the 1994 genocide, but all faith based organisations (FBOs) are now dedicated to peace and reconciliation.

1.5.1 Role of civil society

The civil society in Rwanda is largely not yet organized into networks that are strong enough for advocacy work. NCA partners, made up of faith-based organizations as well as community-based organizations, work together in the defined geographical focus areas. Each partner brings with them a whole wealth of expertise and together they can achieve a lot.

Through Human Rights Leagues the Burundi civil society has become stronger and better organized and it is beginning to influence the government in a constructive way. There is a daily monitoring of human rights abuse throughout the country. Media gets daily reports from a network of field correspondents. The Independent Observatory of the Governmental Action is very active through regular workshops and conferences that give an account of positive and negative impacts of the Government's achievements. The Observatory against corruption and embezzlement has so far been successful in its investigations in mismanagement of public funds. NCA, through its partners in Burundi, is working through the interfaith network, which is in turn part of country's civil society.

The Congolese civil society has participated in making it possible in 2006 to peacefully elect a democratic government in DRC. There is now a challenge to encourage local and active participation in governance issues. The NGOs play an important role in civic education, mobilization of the civil society and as co-workers for the government institutions by assisting in setting up structures and priorities for development and poverty reduction.

In the Great Lakes region the absence of functioning states/governments has forced the churches and other local NGOs to assist in providing basic services for the local communities. The information and local knowledge held by these churches/NGOs will contribute to the dialogue on governance issues, which in the past has been non-existent, but will become more and more important in the future. In DRC the transition period has opened up new arenas for successful involvement of the civil society. These arenas must continue to be used to further the democratic process.

1.5.2 Role of NCA partners in civil society

Churches, church related organizations, and other faith-based organizations are defined as NCA core partners. In Great Lakes area there is a lot of room for faith-based organizations to operate – on most arenas within development of the society. Some partner organizations are more structured and experienced in organizing development projects, others will still need capacity building in order to be able to deliver what is expected.

Before implementation, NCA and partners seek authorization from the local authorities; this is one way of crosschecking the validity of a partner, since, if the authorities do not know this organization, then they will be denied permission to operate in that area. NCA and partners' plans are incorporated in the District Plans, with reports going from the area of implementation up to National/Ministry level. In this way competence and transparency is assured. NCA continues to build capacity among its partner organizations so that they may contribute to executing this strategic plan for Great Lakes.

2.0 NCA Value Added

There is a strong connection between Norwegian church networks / inter-religious networks and the corresponding networks in Great Lakes countries. During several years of collaboration, NCA and church partners have to a certain degree developed common values and strategies for their work, a work, which is directed towards the most vulnerable in the society as well as decision-making bodies that have the capacity to change the conditions for marginalized groups. The partners are key players in their respective civil societies, and many of them have great influence within their countries.

NCA involvement in Great Lakes started in 1994 in DRC with relief work amongst refugees, in Burundi in 1996, and in Rwanda in 1997. The work has developed from relief activities and provision of water facilities to a holistic approach and an ability to comprehensively address material, mental and spiritual needs in order to help people live

with human dignity. It has been important to see Great Lakes as one area and draw on common strategies, alliances and networks that could benefit churches and other organisations in each of the countries. NCA involvement has fostered partnerships, relations and networks. In total this will give NCA a unique possibility to facilitate common solutions to challenges faced by the area.

NCA supported the Truth and Reconciliation Commission (CVR) in DRC during 2005/2006. This Commission, through its appointed commissioner Bishop Kuye, has organized meetings between warring militia groups and church leaders and managed to solicit commitment towards respecting the electoral process in several parts of DRC. This commission was however not been maintained as a permanent institution after the elections in 2006.

NCA Great Lakes currently has (August 2007) its main office in Kigali with eight local staff and one expatriate. There are two sub-offices, one in Bukavu with five local staff and one in Bujumbura with four local staff. Norad contribution for NCA Great Lakes is approximately NOK 5 million annually, while MFA funds are NOK 4 – 5 million. During 2006/2007, NCA Great Lakes secured approx NOK 3,5 million from UNDP for health and HIV projects in DRC.

Norwegian interest in Great Lakes does not have a long tradition since there is generally little involvement from Norway in francophone areas. The Pentecost missionaries have however a history in DRC where they have worked since the 1920s, building and running schools, health clinics, hospitals and other facilities. From 2005 there has been an increased Norwegian interest in Burundi. There has also been recent cooperation with Great Lakes through Christian Council of Norway. Pastoral conferences have been held alternating between Norway and Great Lakes. The latest was held at the end of February 2007 and the topic was the role of churches in relation to UN resolution 1325. Norwegian companies are sparsely represented in the area. There is no Norwegian Embassy in Great Lakes, but Rwanda and Burundi are covered from Uganda, while DRC is covered from Angola. There is a relatively large Congolese community in Norway, and a number of minor Norwegian NGOs have specific interests in DRC.

II. NCA INTERVENTION STRATEGY

3.0 Thematic Analysis and Priorities

A number of rights violations emerge from the analysis of participation, equity and protection in chapter 1. NCA does not have the capacity to work effectively on each of these, important as they may be. We have therefore identified the following rights claims as priorities for the work of NCA Great Lakes during this plan period. While we make evident that each right is supported by normative rights frameworks such as international human rights conventions, and that some are backed up by United Nations Millennium Development Goals, NCA's starting point is poor people's own lived experiences of poverty and exclusion, an understanding that these rights reflect real felt needs.

3.1 Specific rights to be addressed by the program

Participation:

The right for local men and women to participate in decision making and to address authorities on governance issues.

Equity:

The right to a fair share of resources for development in rural areas.
The right to equal opportunities (economy/culture/identity) for the Batwa ethnic minority group.

Protection:

The right to safety for women and girls also in conflict and post-conflict society.
The right to knowledge about sustainable land use.

3.2 Thematic focus

The overall vision for NCA's program in Great Lakes is to promote human dignity for poor and excluded people, by supporting partners and programs that contribute to increased participation, equity and protection. NCA's programs in Great Lakes will, based on the analysis and the selection of rights to be addressed, have the following thematic focus areas:

3.2.1 Conflict transformation and peace building

There is still a lot of trauma among the population in Great Lakes area. The wounds from the 1994 genocide are not healed and release of genocide perpetrators from the prisons and the processes in the gacaca courts cause memories to become vivid again. In Burundi and DRC conflict and insecurity is still prevailing in many parts of the countries. The aim is for NCA supported projects and partners to play an important role in transforming the societies into peaceful environments where sustainable development can take place. Special emphasis must be given to the implementation of UN resolution 1325. We believe the faith-based organizations are instrumental in the work with peace, reconciliation and fight against discrimination and gender based violence. The issue of female representation at decision-making levels among our partner organizations, needs to be addressed.

3.2.2 Civil society for accountable governance

This is an approach to strengthen ordinary men and women in their engagement in governance issues, particularly at local level and within the churches. As the Great Lakes region slowly develops into a more stable situation security wise, there is increased room for democratic processes. It is important that local people and their grass root organizations can influence democratically elected representatives to wisely and justly spend the revenue collected.

3.3.3 Crosscutting themes

The themes: **HIV, Gender Based Violence** and **Environment/Climate** will be considered as crosscutting themes and will thus be integrated into the selected thematic areas. HIV has been a focus area since 2003 and a recent global evaluation has concluded that NCA is on the right track by involving faith-based organizations into taking on this issue. The special NCA Great Lakes HIV and AIDS coordinator has assisted in increasing knowledge and capacity among our partner organizations and we are also networking through regional organizations. Gender Based Violence is an extremely important topic in Great Lakes, since women both traditionally and as a result of genocide, war and civil war have suffered sexual violence and gender based violence to a very high degree. Engaging FBOs to address this is extremely important. NCA Great Lakes' environmental projects will primarily be in the field of adapting to climate change. **Basic Rights for Indigenous People** will be considered within our interventions, but it will not be feasible in the Great Lakes context to single this out as a separate thematic area. Finally, NCA Great Lakes is currently (2007) updating the existing **Emergency Preparedness** plans.

4.0 Strategies for rights holders and duty bearers

To define the poor and marginalized as rights holders is crucial as we approach our work with a human dignity perspective. To be able to act as a rights holder an individual or a group has to be empowered. We recognize that social relations and institutions (both formal and informal) within society can pose serious barriers to poor men and women who try to claim their rights. NCA's rights based approach will also entail the identification of key duty bearers as well as strategies to engage them to transform institutional barriers and mechanisms of exclusion. A particular role for NCA and partners will be to facilitate linkages between prioritised right holders and the most relevant duty bearers. It is however important to recognize that people and organizations may shift from being rights holder(s) in one situation to become duty bearer(s) in another. This also has to do with empowerment and accepting responsibility in family and society.

NCA works primarily through partners and partners' programmes/projects focusing on all aspects of the post-genocide and post-conflict situation. In this work reconciliation will have to be reflected in all programme components, be it work with HIV infected/affected people, water projects, rehabilitation of infrastructure for education and health services or environmental improvements in the three countries. The Batwa remain a marginalized minority group in the area, the poorest of the poor.

4.1 Rights holders

The table below lists the prioritised right holders in the respective thematic context.

Theme	Right Holders	Strategies
Peace Building and Conflict Transformation	<ul style="list-style-type: none"> • Genocide survivors • Prisoners and their families • Released prisoners and their families • Members of self-help groups 	<ul style="list-style-type: none"> • Raise awareness about root causes to the conflict and on reconciliation and possible livelihood strategies • Support resource mobilization for restructuring of communities (shelter, water, education, health) and trauma healing • Support organization of self-help groups for trauma healing
	<ul style="list-style-type: none"> • Refugees and IDPs • Minority group Batwa 	<ul style="list-style-type: none"> • Raise awareness of rights to protection and rights to a sustainable livelihood. • Support resource mobilization for restructuring of communities (shelter, water, education, health) • Help organize management groups for shelter, water and sanitation. • Give access to drinking water and other basic necessities • Support emergency food production
	<ul style="list-style-type: none"> • Child ex-soldiers 	<ul style="list-style-type: none"> • Raise awareness of rights to protection, right to education • Provide access to schooling and vocational training • Offer medical and psycho-social assistance • Assist child soldiers to be integrated in the society and to support themselves by working in groups or individually
	<ul style="list-style-type: none"> • Women and girls victimized by sexual violence • Self-help groups members 	<ul style="list-style-type: none"> • Capacity building on civil rights and legislation • Income generating activities • Assist in organizing self-help groups • Advocacy for access to legal and medical assistance for violated women • Advocacy for reduced level of violence and human rights violations

	<ul style="list-style-type: none"> • PLHIV • Self-help groups members 	<ul style="list-style-type: none"> • Help organize self-help groups for capacity building on HIV and AIDS, and practical assistance to PLHIV.
Civil Society for Accountable Governance	<ul style="list-style-type: none"> • Local men and women, especially among the poorer strata of society • Local authorities 	<ul style="list-style-type: none"> • Capacity building on civil rights and democracy • Training in expressing rights claims and negotiating with authorities • Support networking and resource mobilization.
	<ul style="list-style-type: none"> • Faith-based organizations (FBOs) working for poor peoples basic rights • Other civil society NGOs 	<ul style="list-style-type: none"> • Organize capacity building for the FBOs • Support networking and resource mobilization • Support organizations to promote voice and accountability for gender equity and women's empowerment
	<ul style="list-style-type: none"> • Local communities dependant on sustainable use of the environment (including minority group Batwa) 	<ul style="list-style-type: none"> • Capacity building on right of minority people within the communities • Develop sustainable livelihood strategies with minimal consequences for the environment. • Assist local communities to formulate their rights claim on land use and land tenure.
	<ul style="list-style-type: none"> • PLHIV 	<ul style="list-style-type: none"> • Support networking, resource mobilization and advocacy • Reinforce access to primary health care, including HIV, for vulnerable people

4.2 Duty bearers

In a rights-based approach, the state is the ultimate duty bearer. Since NCA is working with local organizations, our strategy will be to engage local churches and local organizations as intermediary duty bearers. The table below is an attempt to reflect strategies to work with duty bearers.

Theme	Duty Bearers	Strategies
Peace Building and Conflict Transformation	<ul style="list-style-type: none"> • Local authorities • Military and police • Media (journalists) 	<ul style="list-style-type: none"> • Awareness creation on peace building and UN resolution 1325 • Training sessions on ways to combat gender based violence • Create meeting points with FBOs working with local people • Demand increased women's participation at decision-making levels in conflict resolution and peace processes • Make HIV and AIDS awareness training programmes available to military and civilian police
	<ul style="list-style-type: none"> • UN agencies and peace keeping missions 	<ul style="list-style-type: none"> • Advocacy on rights to protection from violence for women and girls • Resource mobilization for reconstruction of the society and re-integration of refugees, IDPs and child soldiers into the society

	<ul style="list-style-type: none"> Faith-based organizations 	<ul style="list-style-type: none"> Awareness creation on peace building, UN resolution 1325, gender based violence and HIV and AIDS Assist in creating meeting points with local authorities where the rights claims of the local people could be addressed Assist FBOs to work with reconstruction of the society (both infra structure and psycho social reconstruction) Encourage advocacy in favour of protection of citizens Awareness creation on reconciliation activities of inter-ethnic conflicts
Civil Society for Accountable Governance	<ul style="list-style-type: none"> Local civil society organizations Local authorities 	<ul style="list-style-type: none"> Assist in developing material for training on civic education Capacity building within organizations Connect with right-holders through training sessions and meetings and referral system Advocate for accountable governance, sustainable services to the communities, a grassroots focus, and effective resource mobilization and allocation Partner for sharing information Demand measures for support to local women's peace initiatives, and that women be involved in all stages of peace processes Advocate for non-discrimination and integration of minority groups and PLHIV
	<ul style="list-style-type: none"> Faith-based organizations 	<ul style="list-style-type: none"> Raise awareness of social issues and governance issues. Capacity building within organizations to deal with governance issues such as budget monitoring and monitoring of constitutional rights of the people. Connect with right-holders and local authorities. Prompt FBOs to mobilize human and local financial resources Advocate for interfaith cooperation and FBOs' role in governance issues and integration of minority groups and PLHIV.

5.0 Geographic focus

Rwanda:

Previously the activities have been spread over many of the districts in Rwanda, and performed by numerous partner organizations. It has therefore been difficult to estimate the impact of the NCA supported projects. From 2007 NCA Great Lakes has therefore decided to reduce on number of partner organizations and to concentrate on only four geographic areas.

Eastern Province – Bugesera and Kayonza Districts

Northern Province – Gicumbi and Musanze Districts

These are areas most severely hit by the genocide, times of unrest 1990-98 and/or with a very high number of returning refugees from Tanzania.

Burundi:

The activities are concentrated in the north: Kirundo and Kayanza provinces, and in the northwest: Bubanza province, Bujumbura Town and Bujumbura. These are areas with great needs for support but with a limited number of donors.

DRC:

The activities are concentrated in North and South Kivu. Each of these provinces is larger than either Rwanda or Burundi. The needs are immense all over the provinces, but focus will be on areas that have received limited support from other donors while still being accessible.

North Kivu – Goma with surroundings, Walikale, Masisi

South Kivu – Bukavu and Uvira with surroundings, Minova, Nundu, Fizi, Misisi, Walungu, Kalehe, Kabare

III. PROGRAM IMPLEMENTATION

6.0 Program objectives per thematic focus area

6.1 Conflict transformation and peace building

Overall goal: By 2009 NCA partner organizations among FBOs have contributed actively to reconciliation so that the Great Lakes area enjoys sustainable peace and security.

1 Specific Objective	Indicator	Source of Verification
Partner organizations have improved capacity for conflict handling and reconciliation at local community and national levels.	Public appearances where our partner organizations show a prominent role in reconciliation efforts.	Annual reports. Media Reports.
1.1 Expected result Partners have competence on conflict resolution and conflict management on local and national levels.	At least 20 partners have had capacity building on conflict resolution and conflict management by 2009.	NCA reports. Partner reports.
1.2 Expected result Genocide survivors, released prisoners and prisoners' families have been supported to achieve reconciliation through practical development work at community level.	At least 10 local projects involving participants from the different groups have been supported by 2009.	NCA field reports. Periodic narrative reports from partners.
1.3 Expected result Prisoners have been prepared for eventual release and reintegration into their communities.	At least 4 prisons out of 16 prisons countrywide reached by 2009 with reintegration activities. Approximately 90% of prisoners released from 4 target prisons between 2005 and 2009 have been successfully reintegrated into their communities.	Testimonies recorded from community members. Prison records and reports. NCA field reports. Partners' periodic narrative reports.
2 Specific objective Improved human security through control and reduction of illicit small arms and light weapons (SALW), reintegration of demobilised soldiers, returnees and IDPs, including genocide survivors, released prisoners and prisoners' families.	Indicator Improved control and reduction of SALW, especially among vigilante and criminal groups (fewer reported incidences of crime using SALW, increased number of marked official SALW, increased cases of voluntary surrender of SALW among community members)	Source of Verification Police reports. Annual reports by national focal point on SALW. Partner organizations narrative reports.

	Reintegration of marginalized groups.	
2.1 Expected result Awareness on SALW has been raised among the civil society and security has increased through control and reduction of small arms and light weapons.	No of seminars held. No of male and female participants. Increased no of illicit small arms and light weapons collected and destroyed.	Seminar reports. Reports from the national focal point on SALW.
2.2 Expected result Child ex-soldiers have been reintegrated in local society in all three countries.	Percentage of reintegrated child ex-soldiers.	No of reintegrated child ex-soldiers reported.
2.3 Expected result Local partners have been supported in reintegration of returnees and IDPs (including displaced Batwa).	No of partners supported No of returnees and IDPs (including Batwa) that have been reintegrated.	Partners' reports. Reintegration reports from local authorities.
3 Specific Objective HIV is part of conflict transformation and partners have adopted a holistic approach through integration of prevention, care and advocacy to accelerate the struggle against HIV.	Indicator Increased awareness, handling and advocacy to increase the fight against HIV. Behavioural changes (use of condoms, willingness to do HIV-test).	Source of Verification Annual reports. Surveys.
3.1 Expected result Income generating activities for PLHIV are organised by partners.	Number of partner organizations working with income generating activities for PLHIV. No of income generating activities supported and number of PLHIV (male and female) involved. Amount of income generated from these activities.	Annual reports. Observation. Beneficiaries' testimonies.
3.2 Expected result Radio stations in each country have been supported in producing and airing programs on rights for PLHIV, stigma and discrimination.	No of radio stations and aired programs.	Reported no of radio stations and programs aired. Testimonies from community members.
3.3 Expected result Minority group Batwa is actively included in awareness creation on HIV.	Number of HIV projects supported by NCA that includes Batwa. Degree of behavioural changes concerning HIV risk among Batwa.	Annual reports. Surveys.
4 Specific Objective NCA and partners have addressed and reduced violence against girls and women in families, churches and in the community, and have sensitised civil society on violated people and how to prevent stigmatisation and	Indicator Reduced violence against girls and women in families, church and the community. Stigmatisation and exclusion from family and society has reduced significantly. Improved access to legal assistance.	Source of Verification Various reports from UNDP / UNICEF. Partner reports. NCA reports. Police records on rate of GBV in the society.

exclusion from family and society.		
4.1 Expected result All levels of civil society (violated people, local community, local authorities, families) in the three countries have been sensitised on gender based violence and its long term effects through training.	No of seminars. No of participants.	Annual report.

5 Specific Objective Issues of sexual violence, rape and abuse as a weapon during war and conflict have been addressed in accordance with UN resolution 1325.	Indicator Reduction in the incidence of women and girls suffering from sexual abuse during war and conflict. Improved access to legal assistance.	Source of Verification Statistics, medical reports. Testimonies from community members.
5.1 Expected result Through partners the army, local authorities, local communities and families in all the three countries have gained increased competence and improved attitudes on the issue of GBV.	No of seminars. No of participants. Improved handling of GBV cases (attitudinal change).	Annual reports. Testimonies from cross-section of people.

6 Specific Objective Long-term psychological and physical effects have been reduced through strengthened trauma counselling processes.	Indicator Violated victims have reduced psychological and physical effects through medical treatment and trauma counselling.	Source of Verification Statistics. Observation. Interviews.
6.1 Expected result Access to trauma counselling programmes have increased in all the three countries.	No of projects/partners offering trauma counselling as part of the activities. No of people accessing trauma counselling facilities.	Annual report.
6.2 Expected result Access to medical care for physical traumatism from rape .	No of affected people who have access to medical care for physical trauma from rape.	Annual reports. Medical reports.

Assumptions and risks:

- The religious interfaith network can play an important role when using one voice to influence decision makers on different levels.
- NCA has the possibility and a role to play to influence religious actors to be mediators in society
- That spiritual leaders and faith-based organizations exert a strong influence in local communities as well as in civil society in general on issues related to gender based violence, sexual behaviour, HIV and attitudes.
- Political instability in the region making many places unreachable (unsafe for intervention).
- Unwillingness among religious leaders to take on the role as mediators due to political insecurity
- War

Links between Partners and Program Objectives

Core Partners	Type of Organisation	Geographic Focus	Intervention
CPR/EER	Church	Rwanda	Trauma healing, GBV, HIV
Prison fellowship	FBO	Rwanda	Reconciliation, integration of genocide prisoners
RWARRI	NGO	Rwanda	Vocational training, water, reconstruction,
CNEB + members	Church	Burundi	Reconciliation, GBV, HIV, indigenous people
ADDF	NGO	Burundi	GBV, trauma healing,
WOI	FBO	Burundi	Reconciliation, HIV
ECC	Church	DRC	Reconciliation, GBV, HIV
ETN	NGO	DRC, North Kivu	Reconciliation, HIV, child soldiers
LAV	NGO	DRC, South Kivu	Reconciliation, HIV, child soldiers
BEATIL-ALT	NGO	DRC, South Kivu	Trauma healing, GBV, HIV
Resource Organisations			
AEPESED Tabara	NGO	Rwanda, Musanze	GBV
Strategic Alliances			
FECCLAHA	FBO	Eastern Africa	Reconciliation
GLEF	FBO	Eastern Africa	Reconciliation

6.2 Civil society for accountable governance

Overall goal: By 2009 NCA and partners have contributed the population's capacity to influence the accountability and transparency of their governments, and participate in national affairs. NCA and partners have also supported national strategies for poverty reduction and strengthened civil society's involvement for people's basic rights.

1 Specific Objective	Indicator	Source of Verification
Civic education in local communities has been enhanced, men and women have been enabled to analyse their situation and to increase participation in order to activate their civil and political rights and responsibilities.	Increased organization of poor people in political processes and meeting points between poor constituencies and civil servants established.	Annual reports. Periodic reports from local authorities.
1.1 Expected result Awareness has been raised among local men and women in all three countries on their civil and political rights and responsibilities.	No of seminars held. No of participants (male and female). Teaching material produced and distributed.	Reported seminars and participants. Reported material printed and distributed.
1.2 Expected result Study groups on civic education have been established.	No of study groups established and working efficiently. No of trainers trained.	Annual reports.

<p>2 Specific objective Church-based organizations and faith-based networks are able to identify and find solutions to conflicts and problems rooted in national contexts and local communities.</p>	<p>Indicator Increased ability to identify and find solutions to conflicts based on lack of transparency and through communication and advocacy build attitudes to accountable governance.</p>	<p>Source of Verification Long-term objective. Difficult to measure in five years.</p>
<p>2.1 Expected result Partners have increased competence in communication and advocacy skills enabling them able to analyse and influence attitudes and thereby promote accountable governance .</p>	<p>No of seminars held and advocacy initiatives made Radio programmes aired and media coverage on the issues.</p>	<p>Annual reports. Testimonies from beneficiaries.</p>
<p>3. Specific Objective Enhanced competence and capacity among NCA staff and partners on organizational and project level.</p>	<p>Indicator Increased competence and capacity within NCA and partners on organizational and project level.</p>	<p>Source of Verification Annual reports from partners and NCA.</p>
<p>3.1 Expected result Organizational competence and leadership skills are topics in partner meetings and staff trainings.</p>	<p>No of workshops a year where the issue features.</p>	<p>Reported no of workshops.</p>
<p>3.2 Expected result NCA has supported ongoing organizational process within important partner organizations.</p>	<p>No of ongoing organizational processes. Improved management styles in NCA partner organizations.</p>	<p>Reported organizational processes and changes.</p>
<p>4 Specific Objective National strategies for poverty reduction and budget monitoring have been supported, and civil society's involvement in influencing national policies has been strengthened to fulfil poor people's basic rights</p>	<p>Indicator National strategies for poverty reduction and budget monitoring are on the right track to fulfilling Millennium Development Goals on time Strengthened civil society participation in national policies to improve peoples basic rights.</p>	<p>Source of Verification Annual reports. Government reports. UN MDG Monitoring reports.</p>
<p>4.1 Expected result Initiatives in partner organizations for involvement and influence on local and provincial level on poor people's basic rights has been supported.</p>	<p>Supported initiatives for involvement on the issue.</p>	<p>Reported initiatives.</p>
<p>5 Specific Objective Local communities and civil societies have been empowered to ensure the right to access to safe water for people in rural and urban areas.</p>	<p>Indicator Percentage of target population for NCA water and sanitation projects that have access to proper facilities No of well functioning civil society organizations that manage water and sanitation facilities.</p>	<p>Source of Verification Annual report.</p>

<p>5.1 Expected result Main partners have been supported to develop water supplies and sanitation facilities in all the three countries, as well as establishing and educating local committees for maintenance.</p>	<p>No of sustainable water supplies developed and in good working order. No of water committees established and running well Relevant education given.</p>	<p>Annual report.</p>
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<p>6 Specific Objective Local communities have been empowered to protect environment and there is increased use of local water harvesting techniques.</p>	<p>Indicator Increased competence and participation in local communities on environmental protection and use of local water harvesting systems.</p>	<p>Source of Verification Annual reports. Observation.</p>
<p>6.1 Expected result Local communities in all the three countries have been sensitised on environmental protection</p>	<p>No of local initiatives working on the issue by means of media</p>	<p>Annual reports Observation on positive changes</p>
<p>6.2 Expected result Tree-planting and soil conservation initiatives have been supported in all the three countries.</p>	<p>No of tree-planting and soil conservation initiatives in the provinces where NCA partners are working.</p>	<p>Partner narrative reports. Field visit reports.</p>
<p>6.3 Expected result Partners in local areas have been supported to develop and maintain water harvesting systems.</p>	<p>No of functioning water harvesting systems.</p>	<p>Partner narrative reports. Field visit reports.</p>

<p>7 Specific Objective Advocacy has been enhanced towards governments and the local authorities on the role of civil society in work with HIV strategies, and operational integration of HIV into projects.</p>	<p>Indicator The governments and local authorities involves the civil society in work with HIV strategies. HIV integrated in all projects.</p>	<p>Source of Verification National statistics. Annual reports.</p>
<p>7.1 Expected result Partner organizations in all the three countries have got competence on relevant HIV-issues and are able to integrate HIV components in all the projects.</p>	<p>No of partner organizations with competence Visible HIV-components integrated in projects</p>	<p>Reported no of workshops (from partner narrative reports) Classification of project contents (DAC codes)</p>

<p>8 Specific Objective Church-based networks are working against gender inequalities and conducting their programs according to UN Resolution 1325</p>	<p>Indicator Church-based networks have got increased understanding and changed attitudes on gender inequalities.</p>	<p>Source of Verification Annual reports.</p>
<p>8.1 Expected result Partners in all the three countries have been supported on competence building on gender inequalities.</p>	<p>No of seminars. No of participants.</p>	<p>Annual reports. Seminar reports.</p>

8.2 Expected result The GEA tool has been used to build competence among partner organizations in all partner projects.	No of GEA performed compared to total number of projects.	Partner narrative reports. NCA reports.
8.3 Expected result NCA programme staff and partners have internalised gender mainstreaming in all NCA supported projects.	No of projects with gender issues integrated into them No of NCA staff and partners that have received training in gender mainstreaming.	Reports from trainings on gender mainstreaming. Annual reports.

9 Specific Objective All levels of civil society have been sensitised about the identity and dignity of indigenous people.	Indicator Civil society have got an increased understanding about Batwa as an indigenous group of people.	Source of Verification Difficult to measure.
9.1 Expected result All levels of civil society have been sensitised in all the three countries on the issue.	No of seminars held. No of participants.	Annual reports.

10 Specific objective NCA and partners have built capacity within Batwa society to strengthen their dignity and self-esteem and increased their self-sustainability.	Indicator Batwa communities are visible within the Great Lakes area and their opinions are heard, resources are allocated to Batwa.	Source of Verification Reports from Batwa organizations and NCA annual reports. Observation.
10.1 Expected result Batwa communities supported in land use issues and in including environmental considerations into projects.	No of environmental projects involving Batwa. Increased acreage of forested area close to where Batwa live.	Reported no of projects. Reports (statistical) from Ministry of Environment.
10.2 Expected result Improved traditional Batwa handicraft with ready markets.	No of initiatives for improving traditional handicraft and found markets. Income realized from sale of Pygmy products.	Reported no of initiatives.
10.3 Expected result The Batwa have been supported to form associations for their sustainability and have got competence on how to run the associations.	No of associations formed Quality and quantity of training given on organizational capacity in the associations.	Reported no of associations formed and running and training given.

Assumptions

- Democratic and electoral processes already initiated must develop in a positive way.
- Willingness to transparency and accountability must be present on all levels in society.
- Fulfilled assessment of NCA staff and partners to define need of competence.
- The governments and local authorities are willing to include HIV project plans into national strategy plans.
- Civil society in general and faith-based organizations particularly must admit and be willing to address issues on gender based violence.
- Willingness in civil society to change attitudes towards indigenous people and to accept them as equal actors in society with their own values to contribute with.
- Willingness in faith-based organizations to accept and promote rights and values of indigenous people.

Risks

- Political instability in the region.
- War.
- Climatic change.

Links between Partners and Program Objectives

Core Partners	Type of Organisation	Geographic Focus	Intervention
CPR/EER	Church	Rwanda	Governance issues
INACOS	FBO	Rwanda	Advocacy for rights of PLHIV
CNEB	Church	Burundi	Democracy development, advocacy for rights of minority people
UEBB	Church	Burundi	Advocacy for rights of PLHIV
ECC	Church	DRC	Democracy development, civic education, HIV
ETN	NGO	DRC, North Kivu	Civic education HIV
LAV	NGO	DRC, South Kivu	Civic education HIV
Radio Rehema	NGO (radio station)	DRC	Civic education
Resource Organisations			
AEPSD Tabara	NGO	Rwanda, Musanze	Gender empowerment
Strategic Alliances			
BEACON	Ecumenical NGO	Eastern Africa	Networking, advocacy
EurAC	NGO (network)	Great Lakes	Networking, advocacy

7.0 Rationale for Choice of Partners, Resource Organizations, and Strategic Alliances

NCA has three main categories of partners:

a. *Core partners:* Specialized diaconal ministries of the churches and organizations linked to other prominent religious groups. In countries where these organizations are not present or viable, NCA can work with secular civil society organizations. These are prioritised NCA partners.

b. *Resource partners:* Organizations with specific professional competences and capacities that NCA or its core partners need in order to improve or develop fields of activity.

c. *Strategic Alliances:* Organizations in the ecumenical family, inter-religious organizations, solidarity networks and organizations and others, that NCA and core partners need in order to be effective in interventions at national, regional and/or global levels.

Partners chosen are the ones that share a common set of values with NCA, are well rooted in the local society with a good network and have the capacity to implement projects and report on achievements and financial matters. As resource partners, smaller organizations with specific skills could be selected for cooperation with NCA and its core partners.

7.1 Capacity of NCA partners

At the time of revision of this strategic plan, only a limited number of partner assessments had been done. It is our view that the present partners are competent in their respective fields. Most of them have been working with NCA Great Lakes for a number of years, and have found good ways of implementing projects on the ground. NCA has supported capacity building within several of its partners, e.g. CNEB and ECC. Through the financial administration at NCA Kigali office, there will be specific attention given to issues of financial management in 2007 and 2008.

7.2 Partnership strategy

Previously, NCA has been working with numerous partners in the Great Lakes, and has changed partners annually. The external resources received for HIV and AIDS work required that NCA collaborate with small and weak local organizations to strengthen those, and this meant the NCA staff were burdened with excessive monitoring and financial reporting. It was realized that several of the smaller partner organizations actually lacked the necessary capacity to utilize funds in a constructive way, and that the impact of their work was not easily detected. During 2006 a number of minor partner organizations were thus scrutinized according to capacity, especially in delivering results. This has meant a marked reduction in the number of core partners in each of the countries; from 42 to 9 in Rwanda, from 14 to 11 in DRC and from 10 to 8 in Burundi. From 2007 only these more competent organizations were retained and will undergo a partner assessment. This will also be carried out on all new partner organizations to determine whether or not they have the capacity to implement effective development programs.

In some instances NCA has been operational in the project implementation. This has specifically been the case earlier during emergency relief operations and the early water and sanitation projects. During 2006/2007 NCA GL has been partly operational during the implementation of three UNDP-financed health projects due to the short implementation periods for these projects. Our preferred mode of operation is through partner organizations – both for efficiency and for sustainability.

7.3 Overview of partners

The below descriptions of NCA GL partners are in most cases briefer than the format provided from NCA Headquarters. We have described one main partner per country in the expanded format.

Name of partner	Conseil Protestant du Rwanda (CPR)
Year of Foundation	1963
Mission	To promote unity of action and vision of Christian churches in Rwanda for evangelistic witness and for the well being of the Rwandan population.
Constituency	9 dioceses of the Episcopal church of Rwanda, Presbyterian church of Rwanda, Union Baptist church, Free Methodist church of Rwanda, Association of Baptist churches of Rwanda, Seventh Day Adventist church, Pentecostal church, Evangelical Friends' church, Nazarene church, Lutheran church and 2 faith-based organizations, namely, African Evangelistic Enterprise and Barakabaho foundation.
Geographic Focus	Countrywide
Thematic Focus	Conflict Resolution and Peace-building, HIV, Gender based violence, Education
Strategies	To facilitate member churches to serve the people of Rwanda more effectively mainly through networking, advocacy and sensitisation.

Role in Civil Society	Approximately 90 percent of Rwandans are Christians; CPR is a network that reaches many through its members. In the recent past, the church influenced the people to participate actively in the genocide; today these same powers are being used positively to enhance reconciliation among the Rwandans.
Particular Achievements	CPR is at the forefront of the Tamar campaign on GBV and 4 workshops have been held for parliamentarians, religious leaders and law enforcement agencies. Approximately 200 pastors have been trained on reconciliation (gacaca), trauma counselling and HIV.
Relationship with NCA	Open and frank discussions are often held between CPR and NCA.
Start of Cooperation	1995
NCA's rationale for relationship	CPR is a faith-based organization that has countrywide representation and constituency. The government recognizes CPR's existence and often has dialogue with CPR on issues affecting Rwanda. CPR's thematic focus areas are closely related to NCA's.
Planned increase; decrease; phase-out	Planned increase (mainly related to revival of the trauma counselling centre that was closed in 2003).
Strategic Potential for Future Cooperation	Promising; NCA Rwanda program is focusing on reconciliation as an important element of sustainable development in Rwanda and this is in line with CPR strategy.
Partners, other than NCA	Christian Aid, Lutheran World Federation, ACT, World Council of Churches, ADRA

Name of partner	Union of Baptist Churches of Burundi (UEBB)
Year of foundation	1928
Mission	The first mission of UEBB is evangelical. It also works for true reconciliation, promotes social-economic development, fights against HIV and poverty and is the voice of voiceless.
Constituency	There are approximately 100 local churches, which include 50 mother-churches, and about 120 preaching points. The UEBB is structured as follow: The General Assembly with representatives from all local churches, The Executive Committee which ensures that the decisions made by the General Assembly will be implemented, The Leadership Committee works on a daily basis.
Geographic focus	The work of UEBB is present in fifteen provinces out of seventeen.
Thematic focus	Evangelistic Action, Education, Medical Assistance to the population, Food security, Socio-economic development, Gender & development, Resettlement of refugees & ex-combatants, Humanitarian Action, Fight against STIs/HIV
Strategies	Working with people for people, Being the voice of voiceless, Fights against poverty
Role in civil society	Positive Change maker
Particular achievements	Efficient construction and rehabilitation schools/clinics/shelter Child ex-solder reintegration Humanitarian action
Relationship with NCA	Very good cooperation and transparency
Start of cooperation	1998
NCA's rationale for relationship	Good partner and responding to the needs of people following their main priorities
Planned increase; decrease; phase-out	Increase
Strategic potential for future cooperation	Transparency, trusting one another,
Partners, other than NCA	DanChurchAid, DANIDA, Baptist Union of Denmark (BUD), Christian Aid, CNEB, National Committee of Fighting Against HIV (CNLS), Cooperation Belge, CETA-AACC, CBA, BWA

Name of partner	Eglise du Christ au DRC (ECC)
Year of Foundation	1878, legal status since 1942
Mission	The Church of Christ in DRC is the common platform for most of the protestant churches in DRC. ECC's mission is that all people are saved, free from all kind of slavery, that they will get knowledge and be able to participate in the development of DRC.
Constituency	ECC is composed of 64 communities with more of 20 million supporters (~ 30% of the Congolese population). Every community (church) has its own legal status.
Geographic Focus	All over DRC, but NCA works with ECC-North Kivu. ECC-South Kivu and ECC-Kinshasa
Thematic Focus	In addition of evangelism, there are actions of social character to the benefit of the population: education and training, health & HIV and AIDS, conflict resolution and peace building, civic education, fight against gender based violence, and humanitarian action.
Strategies	As Council/network of protestant churches, ECC facilitates churches/communities members through advocacy and fight against poverty.
Role in Civil Society	The Church is an important actor; representatives of the church participate in the peace building process in DRC. As the church is part of the global society it has a duty to participate according to its vision and values in the life of the Congolese society.
Particular Achievements	The partner has been very active within the Inter Congolese Dialogue, and is also represented in the transitional government of DRC.
Relationship with NCA	Good relation and communication with communities/churches and the members.
Start of Cooperation	Since 1994 through member churches (CELPA and CEPAC)
NCA's rationale for relationship	With good relations on a national level, the partner is important within the civil society approach.
Planned increase; decrease; phase-out	Because of strong member churches, ECC will need support within areas of organizational development and capacity building to strengthen their organisation.
Strategic Potential for Future Cooperation	An important partner.
Partners, other than NCA	Several European Lutheran church organization and development aid organizations (Christian Aid, Dan Church Aid, ACT, EED/Bonn, Life and Peace Institute, PYM/SIK, VEM, CETA-AACC etc).

Core Partners

Rwanda

One of the member churches of CPR is the Episcopal Church in Rwanda (EER), which has been a partner with NCA since 1998. This church has a countrywide presentation and has quite a large following, and NCA collaborates presently with three dioceses. It has competence in environment programmes, trauma counselling, reconstruction of infrastructure and in working with minority people.

Other members of CPR include the Pentecostal Church of Rwanda (ADEPR) who is mainly involved in environment programmes and reconstruction of infrastructure; the Presbyterian church of Rwanda (EPR) is involved in adult literacy and income generating activities.

Prison Fellowship in Rwanda: This organization is working with reconciliation among prisoners, survivors and prisoners families. It organizes trauma counselling, adult learning/literacy, sports activities in prisons and practical reconstruction work in communities. The organisation is evangelical-based and a partner since 2001.

Rwanda Rural Rehabilitation Initiative (RWARRI): This partner has worked with NCA since the start in Rwanda, mainly with water projects. Today the main collaborating area is reconciliation, as it is working with prisoners and survivors' reintegration through vocational skills training and income generating activities.

Initiative des Amis Combattant le SIDA (INACOS): a faith-based partner organization affiliated with Evangelical Friends' Church, working with HIV awareness and activities among PLHIV.

ARASI Association: Association Rwandaise pour l'Amenagement et le Sauvegarde des Infrastructures, is a local actor establishing water systems in the Northern Province of Rwanda and has been a partner of NCA since 1999.

Association pour l'éducation et la prise en charge des enfants en situation difficile (AEPESD) Tabara has been a partner of NCA since 2001 on issues of domestic violence and prisoners' rights.

Burundi

Conseil National des Eglises du Burundi (CNEB) and member churches: The National Council of Churches of Burundi has been NCA's main partner in Burundi since 1996. CNEB plays a coordinating and facilitating role with churches and church-related organizations benefiting from NCA assistance. The partner has been supported with training programs in organizational development. One of the member churches is The Episcopal Church of Burundi, which has been a partner with NCA since we started in Burundi. The church is working all over the country of Burundi.

World outreach initiatives is a faith based local NGO working in peace and reconciliation through their radio station, rehabilitation of infrastructures and reintegration of child soldiers.

New Family for development is a faith based local NGO working mainly in micro credits and rehabilitation of infrastructure.

Entente Mutuelle et Solidarité (EMUSO) is a local NGO working in environmental protection and soil conservation

Association de Defence des Drotis de la Femme (ADDF) is a local NGO which is advocating for women's rights and combating all violence against women in the community.

Association IZERE is a local NGO whose main activity is fighting HIV Pandemic

DRC

Among the member churches in Eglise du Christ au DRC (ECC), we are working with CEPAC and CELPA, two large Pentecostal churches which have been main partners for NCA in DRC since 1994 and with Communauté Méthodiste Libre au DRC (CMLC), which has large churches in southern part of South-Kivu. The area where it is operating, has been hardly hit by the war, and will therefore be an important partner in the reconstruction.

Equipe d'Education et Encadrement des Traumatisés de Nyiragongo (ETN): This is an umbrella organisation that was founded after the volcano eruption in January 2002. Churches and other local organisations in Goma got together to form an organisation to take care of the traumatised people after the disaster. The organisation has a broad representation from the civil society in Goma and surroundings, with a lot of personal resources. Their focus today is trauma counselling, conflict resolution, orphans, and

water facilities. ETN has the necessary capacity since it is an umbrella organisation that brings together many organisations with varied skills.

Laissez l’Afrique Vivre (LAV): Is an inter-religious youth platform organization working mainly in DRC. It is working with sensitisation and with development activities, and is specialised in vocational skills training. LAV also has capacity in construction and rehabilitation works. LAV is a member of the civil society organisations network, a coalition of organisations working with demobilised child soldiers, and the youth platform.

Bureau d’Etudes et d’Appui Technique aux Initiatives Locales – Action for Living Together (BEATIL – ALT): This organisation is specialised in water technology and psychosocial activities, specially supporting of violated women and HIV infected/affected.

Œuvre humanitaire pour la Protections et le Developpement de l’Enfant en difficulte (OPDE): is a local NGO working in rehabilitating of ex-street children and demobilised child soldiers through vocational skills training.

Radio Rehema: This is a community-based radio which covers a large part of rural South Kivu and neighbouring countries; it is mainly dealing with sensitisation of different civil society and development issues.

Mouvement Congolaise des Hommes contre le Sida (MCHS): is a local NGO mainly made up of HIV+ men; as a pilot project to amalgamate HIV and Gender issues.

Strategic alliances

Africa Peace Forum (APFO) is an NGO-institution on matters of peace, policy and security research in Eastern Africa and has advocacy, research and network capacity. Its mission is to contribute towards the prevention, resolution and effective management of conflicts by engaging state and non-state actors in developing collaborative approaches towards lasting peace and enhanced human security in countries in the Greater Horn of Africa and beyond.

Building East African Community Network (BEACON) is an ecumenical network founded in 1996. It is loosely linked to FECCLAHA, and policy advocacy is a priority of its operation. Its mission is to enhance and improve the capacity of people in Eastern and Horn of Africa to facilitate them to play a central role in building of a just, peaceful, participatory and sustainable society. The secretariat has some strong professional resources that add value to the program. BEACON operates with platforms/focal persons in countries in the region. These contacts are important resources for the development of national networks.

Eastern Africa Coalition on Economic, Social and Cultural Rights (EACOR) is a network established in 2003. Its mission is to contribute to realization of economic, social & cultural rights of the people through nurturing existing organizational capacities towards poverty eradication and social justice. EACOR has an action plan that complements the NCA program. A focal person is hired and housed in BEACON and it has a steering committee representing countries in the region. NCA is represented on the steering committee on behalf of the APRODEV agencies.

Ecumenical HIV and AIDS Initiative in Africa (EHAIA) is a programme under World Council of Churches. Year of Foundation: 2002. Its mission is a transformed and life-giving church, embodying and proclaiming the abundant life to which Christians are called, and capable of meeting the many challenges presented by HIV.

The European Network for Central Africa (EurAC) is a Brussels based organization for information gathering and advocacy in political and development issues concerning Central Africa. It brings together 46 organizations active in Central Africa working for development or to provide humanitarian assistance.

Fellowship of Christian Councils and Churches in the Great Lakes and Horn of Africa (FECCLAHA) is well rooted in ecumenism with an important church based outreach in the Horn of Africa and the Great Lakes region since 1999. Its mission is to enhance peace and reconciliation in the Great Lakes and Horn of Africa. NCA has established a close working relationship with FECCLAHA in security issues through the regional working group.

Great Lakes region Ecumenical Forum (GLEF) is a sub-regional initiative and a bid to harmonize ecumenical activities in the Great Lakes for greater impact that will positively transform the lives of the people of the sub-region. It tries to respond to the issues that the sub-region has been faced with since the Rwanda genocide in 1994.

The World Conference of Religions for Peace (WCRP): founded 1970. Its mission is to create multi-religious partnerships that mobilize the moral and social resources of religious people to address their shared problems, and to provide leaders of the world's many religions with a forum in which they can share common concerns, address collective challenges, and express their hopes for the future. Its comparative advantage would be the inter-faith network and their experience in interfaith dialogue and action in times of conflict. It has a regional base in Nairobi and good working relations with NCA.

8.0 NCA contributions

Beyond financial assistance to projects with partners, there are a number of other possible contributions from NCA as an organization and from the work of NCA staff.

NCA organizes capacity building among partners on various methodologies, e.g. Rights Based Approach, Gender Empowerment Assessment, Do No Harm etc. Organizational capacity building for core partners could be considered. Security issues continue to be an integral part of all project implementation, specifically in DRC where the field staff is in close contact with UN to be updated on safe and non-safe routes.

NCA will facilitate links to regional programmes and related networks, as reflected in section 7 above on strategic alliances. NCA Great Lakes is active in the respective ACT fora in Rwanda, Burundi and DRC. This is specifically relevant for rapid and coordinated response to needs following emergency situations in Great Lakes area.

NCA is able to act as a link to facilitate meetings both for exchange of information between partner organizations working with similar issues and as arenas for peace building efforts in the Great Lakes region.

9.0 Monitoring and evaluation

To assure quality of NCA's deliveries, it will be important to monitor and evaluate projects. Occasionally field follow-up of some more remote projects in DRC have been done by partners organizations on the ground only. This is due to the security situation in the area requiring travel to the area in question to be done by air and with air companies of questionable security standard. Our decision has however been not to exclude these areas from project implementation since there are very few donors and development cooperation organizations working there in spite of very great humanitarian needs.

Through standardized formats provided from NCA headquarters the regular follow-up has been streamlined and facilitated. In the Great Lakes context we will always look for possibilities to implement projects, which have had documented success one of the other countries, in new areas that have worked well in one of the other countries, e.g. the work with FBOs and gender based violence has been replicated from Rwanda to DRC and Burundi. Monitoring and evaluation in the Great Lakes region will, in addition to the regular field visits to project sites, be done through:

- Assessments (internal) and external evaluations
- Regular narrative and financial reports (from partners)
- NCA Partner meetings one a year – to touch base with what is happening around us

In keeping with NCA's GSP, we will focus especially on how NCA Great Lakes and partners have contributed to decreasing the deficits of participation, equity and protection. The major evaluations in the coming years will be:

Year	Type of review/evaluation	Organization responsible	Financial source
2006	HIV and AIDS global evaluation	NCA Headquarters	NCA Headquarters
2007	NCA Great Lakes programme	NCA internal	NCA GL/NCA Headquarters
2008	No evaluation planned		
2009	Water projects and environmental projects	NCA GL	Project funds, external evaluator

10.0 Assessments

10.1 Assessment of relevance of program in relation to regional plans and priorities

NCA Great Lakes thematic focus and strategic plan is well in line with national and regional plans:

Ex. Rwanda:

The Rwandan "**Vision 2020**" Objective: "Rwanda to become a middle-income country by 2020". Other key issues in Rwanda's Vision 2020 include: Good political and economic governance, Security, Respect for human rights, Democratisation, Human resource development, Better health care to confront HIV and AIDS.

Ex. DRC:

In the Pretoria Peace Agreement and the Inter-Congolese Dialogue the following objectives are in line with the NCA strategic plan:

- Peace building, reconstruction, and restoration of territorial integrity
- Organizing free and just elections
- Build competence, structures and institutions on all levels in society

UN Resolution 1325; very important for DRC and the NCA programme.

Ex. Burundi:

The National Program of Demobilization, Reintegration and Reinsertion, has an emphasis on peace and reconciliation and is the basis for other programs in the country.

UNSC Resolution 1325; very important for Burundi and the NCA programme.

Ex. All countries:

- Poverty reduction

This includes reducing inequalities arising from gender and age by empowering people to participate and make own decisions. The PRSPs in each country present a number of short-term challenges that need to be met immediately; these include:

- the impact of HIV and AIDS
- the process of demobilization and reintegration

10.2 Assessment of relevance in relation to Norwegian development objectives

The five main goals of Norwegian development cooperation are: To combat poverty and contribute towards lasting improvements in living standards and quality of life; To contribute towards promoting peace, democracy and human rights; To promote responsible management and utilization of the global environment and biological diversity; To contribute towards preventing hardship and alleviating distress arising from conflicts and natural disasters; To contribute towards promoting equal rights and opportunities for women and men in all areas of society.

Within the thematic priority areas chosen for NCA Great Lakes we find that both Conflict Transformation and Peace Building and Civil Society for Accountable Governance fit within Norad's main goal no 2. The crosscutting issue of Gender fits within Norad's main goal no 5 and Environment fits within Norad's main goals no 3 and 4. Important to Norad is also to strengthen local organizations in developing countries in order to ensure the sustainability of projects and promote the development of civil society. This fits well into NCA's mode of operation.

Recent important documents in this context are the Norwegian Government's Action Plan for the implementation of UN resolution 1325 (2000) on Women, Peace and Security, and Action Plan for Women's Rights and Gender Equality in Development Cooperation. The UNSCR resolution 1325 has.a. been incorporated into the Norwegian country strategy for Burundi, and MFA states that strict accountability is required in relation to the mainstreaming of gender issues into all operational programmes. The MFA policy on HIV and AIDS also requires thorough integrated of the issue into project activities and that partner organizations do not shy away from taking the issue seriously.

10.3 Assessment of risks

For the Great Lakes area in general and for each specific country, the following assumptions/ risks are relevant, and can have important impact on all levels in our projects:

- Even if collaboration governments are installed in all the three countries in the region, there is still a possibility of political setbacks in one or more of the countries.
- The whole area is exposed to intermittent clashes, which can postpone or stop the projects.
- The HIV pandemic with its prevalence of 3 – 6 % in Great Lakes (according to recent UNAIDS and government reports; Rwanda 3%, Burundi 6%, DRC 4,5%, with much higher percentage locally) is a real threat to many of our projects with our partners.
- Lack of some of NCA's partners' capacity to fulfil some of our objectives.

See also chapter 6, under Assumptions and Risks.

10.4 Assessment of sustainability

Our local partners have a lot of experience in their various field of operation and they are well anchored in the local society with good credibility. This is fundamental to the sustainability of our activities.

11. Budget Estimates for 2007-2009

Year	2007	2008	2009 (estimates)
Amount (NOK)	32 million	35 million	39 million